

# Mayor's Office of Homeless Services

**Fiscal Year 2021**

**Budget Hearing**

**Baltimore City Council**

**June 10, 2020**



MAYOR'S OFFICE OF  
HOMELESS SERVICES

## **Our Challenge**

**About 2,500 individuals experience homelessness in  
Baltimore City on any given night**

## **Our Mission**

**To make homelessness rare, brief, and non-recurring in  
Baltimore City**

## **Our Work**

**To respond to the urgent housing crisis in Baltimore City and support the  
city's heightened and urgent commitment to preventing and ending  
homelessness**

# In FY20 MOHS became a stand-alone

agency...

**Background:** Launched in July 2019 → Transition and Leadership → Laying Strong Agency Foundation & Maintaining Community Partnerships

**Administers:** Federal, State, and Local funding to City of Baltimore to contract out to more than 50 local service providers for permanent, transitional, and temporary housing as well as emergency shelter support services and outreach to homeless individuals

**Capacities:** Action plan (5 key strategies) + community outreach + data (Homeless Management Information System) + policy + partnerships + to help end homelessness

**A Guiding Body:** Continuum of Care (CoC)

**Strategic Direction:** Framework + 5 key strategies + a single core mission

# FY21 Budget Overview

The FY21 budget establishes the Mayor's Office of Homeless Services as an individual office as of July 2019 as it transitioned out from the now-dissolved Mayor's Office of Human Services

<b>FUND</b>	<b>FY21 BUDGET</b>	<b>FY21 POSITIONS</b>
<b>GENERAL</b>	\$12,322,654	16
<b>FEDERAL</b>	\$44,790,547	31
<b>STATE</b>	\$5,283,258	0
<b>SPECIAL</b>	\$728,065	3
<b>TOTAL</b>	<b>\$63,124,524</b>	<b>50</b>

# MOHS: Administration

**Priority Outcome:** Clean & Healthy Communities


**Service Number:** 356

**Fiscal 2021 Recommended:** \$6,764,089

**Service Description:** This service provides the administrative support for the Mayor's Office of Homeless Services (MOHS). MOHS works to develop and implement an integrated system of support for vulnerable populations.

**Major Budget Items:** The recommended budget:

- The Budget makes several general fund position changes based on grant availability and City staffing needs. It transfers four positions from this service to other programs in MOHS and the Mayor's office, and transfers two positions into the general fund from other funding sources, resulting in net reduction of two general fund positions.
- The budget transfers 11 positions from a special fund to the federal continuum care grant, to align with accounting best practices.

5 KEY STRATEGIES	 <b>ACTION ITEMS</b>
<b>Increase the supply of Affordable Housing</b>	<ul style="list-style-type: none"> <li>● Analyze current housing inventory and need</li> <li>● Create new affordable housing</li> <li>● Launch a local voucher program</li> <li>● Increase investments in rapid re-housing</li> <li>● Support and promote policies that prevent and end homelessness</li> <li>● Expand the Medicaid Pilot and health system partnerships</li> </ul>
<b>Create a More Effective Homeless Response System</b>	<ul style="list-style-type: none"> <li>● Enhance Coordinated Access</li> <li>● Implement a homelessness prevention and diversion program</li> <li>● Implement a system-wide outreach strategy</li> <li>● Implement standards of care and training plan</li> </ul>
<b>Transform the Shelter System</b>	<ul style="list-style-type: none"> <li>● Improve physical shelter conditions</li> <li>● Improve and enhance service delivery</li> <li>● Engage partners for comprehensive discharge planning</li> <li>● Develop a city-wide transportation initiative</li> </ul>
<b>Improve Access to Employment &amp; Economic Opportunity</b>	<ul style="list-style-type: none"> <li>● Integrate employment and income resources through a two-pronged, system-wide referral process</li> <li>● Reform policies and practices to support economic opportunity</li> </ul>
<b>Establish a Race Equity Agenda</b>	<ul style="list-style-type: none"> <li>● Revise data collection strategies</li> <li>● Provide training and technical assistance on race equity</li> <li>● Reform practices and policies to address and rectify racial disparities</li> </ul>

# HSP: Homeless Prevention

**Priority Outcome:** Clean & Healthy Communities

**Service Number:** 893

**Fiscal 2021 Recommended:** \$496,561

**Service Description:** Homeless Prevention Service includes financial assistance, legal services, financial counseling, and other direct services for those imminently at risk of eviction.

**Major Budget Items:** The recommended budget:

- The budget transfers one social program administrator position from service 356: Administration Homeless Services and shifts the position from general fund to federal Continuum Care grant.
- The budget reduces funding for this service based on the availability and structure of grant funding. Available funds primarily support contracts with service providers-rental assistance/eviction prevention.

Type	Performance Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Target	FY21 Target
Output	# of clients enrolled in Homeless Prevention and Services	2,485	3,104	2,609	1,829	2,700	2,000
Effectiveness	% of homeless households who are first-time homeless	N/A	N/A	73%	69%	63%	63%

# Service 893: Homeless Prevention

## Prevention Services Programs

- Prevention services include: legal services, short-term financial assistance, landlord-tenant mediation, financial counseling
- State funding supports eviction prevention & rental assistance through current partnerships with Center for Urban Families and Baltimore City CAP Centers
- MOHS will partner with DHCD + BCCAP + other community-based partners to significantly expand rental assistance funding to address post-COVID19 demand



# HSP: Outreach to the Homeless

**Priority Outcome:** Clean & Healthy Communities

**Service Number:** 894

**Fiscal 2021 Recommended:** \$1,984,140

**Service Description:** Supportive services provide basic needs assistance and link people experiencing homelessness to housing, case management, treatment, employment, and other community resources. Street outreach services are provided to the chronically homeless population living in places not meant for human habitation (outside, in cars, in abandoned housing, etc.)

**Major Budget Items:** The recommended budget:

- The budget transfers an Executive Assistant position to Service 356: Executive Direction and Control-Mayoralty.

Type	Performance Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Target	FY21 Target
Output	Number of street outreach contact	1,547	1,329	2,133	3,492	2,800	3,000
Effectiveness	% of persons engaged through street outreach of all contacted	71%	59%	79%	77%	75%	80%

# Service 894: Outreach to the Homeless

## Focus on supports & interventions to unsheltered individuals

- FY20 Partners: People Encouraging People + Health Care Access Maryland
- 3,826 street outreach contacts
- 23% of persons exit from street outreach to shelter, transitional, or permanent housing
- 86% of persons engaged through street outreach
- On March 12, 2020, City-funded Outreach Teams delivered hygiene kits, nonperishable food, and supplies for handwashing stations
- 10 encampments across the City received water, hygiene kits, and PPE
- COVID-19 Response: Outreach Team currently helping to support the TRI Support Center Initiative at the Lord Baltimore Hotel

# HSP: Temporary Housing

**Priority Outcome:** Clean & Healthy Communities

**Service Number:** 895

**Fiscal 2021 Recommended:** \$20,890,607

**Service Description:** Temporary housing is short-term overnight housing assistance provided to homeless households. This assistance is provided at emergency shelters, safe havens, transitional housing and through City’s winter shelter program.

**Major Budget Items:** The recommended budget:

- The budget contains \$9 million of unallocated federal grant funding for resources provided by the Coronavirus Aid, Relief, and Economic Security Act(Cares Act). The City already was awarded \$6.6 million for the Emergency Solutions Grant through the CARES, ACT, and anticipates future rounds of funding, as homeless individuals are particularly vulnerable to COVID-19 pandemic.
- General Fund support for the men’s shelter contract increased by \$567,000 to expand hours. Through the previous services provider, the shelter was overnight only. The new contract aims to provide 24-hour shelter services.

Type	Performance Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Target	FY21 Target
<b>Output</b>	Point-in-time count of sheltered and unsheltered homeless persons	N/A	2,669	2,508	2,294	2,380	2,300
<b>Effectiveness</b>	Average length of time that persons are homeless in emergency shelter, housing and transitional housing projects	250	151	136	138	90	90

# Service 895: Temporary Housing

## Short-term overnight housing assistance

*Provided at emergency shelters, safe havens, transitional housing, and the City's winter shelter program*

- Improvements to 9 City-funded shelters
  - Improved case management services, transportation, meals, staffing and housing-focused performance measures
  - 133 days is the average length of time in a homeless emergency shelter
- 21% of persons exit to permanent housing destination
- COVID 19 Response: Priority to decompress congregate + moved vulnerable populations into hotels to address concerns related to mitigating the spread of the virus + initiated partnership with the Baltimore City Health Department met to assist with testing

# HSP: Permanent Housing

**Priority Outcome:** Clean & Healthy Communities

**Service Number:** 896

**Fiscal 2021 Recommended:** \$32,989,127

**Service Description:** Permanent Housing provides medium-term and long term housing assistance coupled with support services for homeless households. It includes rapid rehousing programs for households with medium vulnerability and housing barriers, as well as permanent supportive housing programs which serve chronically homeless households with severe and complex health needs.

**Major Budget Items:** The recommended budget:

- The budget creates an additional homeless program coordinator position support by federal Housing Opportunities for Persons with AIDS (HOPWA) grant, and transfers one position from a Special Fund to this grant. The CARES Act provides \$1.2 Million of HOPWA funding.
- The budget includes \$1. million of State funding through the Assistance in Community Integration Services (ACIS) Pilot. The pilot offers Medicaid funds to match resources provided by area hospitals to improve the public health outcomes of homeless individuals. Funding pays for case management and other services to help individuals to secure and maintain permanent housing.

Type	Performance Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Target	FY21 Target
Output	# of permanent housing beds	2,551	4,726	4,559	4,776	5,300	5,300
Effectiveness	% of homeless households retaining permanent housing	93%	91%	91%	97%	85%	85%

# Service 896: Permanent Housing

## Provides medium and long-term housing assistance coupled with support services

- **Rapid Rehousing**

Time-limited (up to 24 months) housing intervention that rapidly (30-60 days) connects families and individuals to housing through tailored package of assistance and resources that respond to needs such as costs and support services (employments, healthcare, benefits, legal services)

- 75 clients housed

- **Assistance in Community Integration Services (ACIS) Medicaid Pilot Program**

Program is from the Center for Medicaid and Medicare Services model awarded by the Maryland Department of Health aimed to fund housing and tenancy-based case management services for 200 homeless individuals and families

- 123 homeless clients served to date
- 90% stability rate with dis-enrollments primarily due to changes in eligibility and death
- Partners: Healthcare for Homeless (HCH) provide case management services and 10 hospital partners for City match

- **Built for Zero**

Rehouse 150 vulnerable homeless individuals who are 62 or older and have been relocated to prevention hotels

New effort in the early planning phase with partners

- Partners: Continuum of Care (CoC)- Supporting network and planning
  - > Community Solutions- Providing consulting support
  - > Kaiser Permanente- National partner potentially adding funding or support services
  - > United Way- Providing funding
  - > Baltimore City (MOHS)- Coordinating agency

# Expanded Role During the Pandemic

**City-Funded Emergency Shelter Assessments and Testing**

**Supporting Non-City Funded Shelters**

**Expanded Capacity for Social Distancing in Shelters**

- Days Inn, Knights Inn, Holiday Express, Lord Baltimore Hotel

**TRI Support Center Initiative at Lord Baltimore Hotel**

**Universal Testing**

**Increase Permanent Housing Availability**

- Rapid Re-housing
- Assistance in Community Integration Services (ACIS) Medicaid Pilot Program
- Built for Zero

**Transform Shelters**

**Resume Street Outreach**