

FY 2022 PERFORMANCE PLAN

Permanent Supportive Housing		EID/HAB	Sara Thompson x1316
Program Purpose	<ul style="list-style-type: none"> House and support low-income adults with disabilities in permanent, affordable apartments 		
Program Information	<ul style="list-style-type: none"> Evidence-based model provides affordable housing integrated in the community. Leases are in clients' names; clients pay 30% of income toward rent. Clients must have a disability, be an Arlington resident, be low-income, have a critical housing need and need housing focused case-management. Services are flexible, voluntary, and not a condition of the lease. Staff assists with money management, medication management, and development of daily living skills. Subsidies: 58% local funds (\$3,069,019), 2% federal funds (\$100,684), 1% Marbella public/private partnership (\$83,087) and 39% state funds (\$2,038,504). The average monthly subsidy per client was \$1,049 (federal), \$1,006 (local), \$413 for Marbella, and \$1,118 for state in FY 2022. Permanent Supportive Housing (PSH) development phases are: <ul style="list-style-type: none"> Secured units: Housing Assistance Bureau Chief signs rental subsidy commitment letter; County Board approves financing; landlord agrees to set aside PSH units. Contracted units: Landlord and County sign 5-year PSH contract (contingent on annual appropriations). Designated units: Landlord declares units ready for occupancy after new construction/rehab/vacancy. Leased units: Tenant signs the lease. Partners: CPHD, landlords and developers, Arlington Thrive, support services contractors and Department of Behavioral and Developmental Disability Services (DBHDS). 		
Service Delivery Model	<ul style="list-style-type: none"> Since the start of the COVID-19 pandemic, PSH has operated on a hybrid model where services are provided both remotely and in-person. In FY 2022, services were delivered using a hybrid model. Housing Specialist delivered services both in-person and remotely. Staff were in the community or in the office at least two days a week. Staff performed HQS inspections, lease signing and lease applications and some home visits in-person. There were significant changes in resource usage due to the hiring of an assistant manager, a housing locator, a Critical Time Intervention (CTI) case manager and a 0.25 increase in existing housing benefits specialist. In FY 2023, the hybrid model will continue with staff in the office or in the community at least two days a week. All scheduled home visits will be in-person. No additional modifications will be needed for the 2023 service delivery model. 		
PM1: How much did we do?			
Staff	Total of 16.75 FTEs: <ul style="list-style-type: none"> 1.0 FTE Supportive Housing Services Manager 1.0 FTE Assistant Manager 2.0 FTE Management Analyst 3.0 FTE Housing Support Services Specialist 		

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	<ul style="list-style-type: none"> • 1.0 DBHDS Clinical Case Manager • 1.0 CTI Specialist (housed in Behavioral Health Division) • 1.0 Housing Locator • 3.0 FTE Housing First Case Manager • 0.75 FTEs Housing Benefits Specialists • 3.0 FTEs Case Managers (6% of 51 staff in BHD, ADSD, and CFSD) <p>In addition, 1.5 contracted Residential Specialist staff support the Arlington Mill Supportive Studio project.</p>
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Customers and Service Data		FY 2019	FY 2020	FY 2021	FY 2022
	Occupied Households at the end of fiscal year (by funding source)	275 (227 local, 6 federal, 42 state)	301 (251 local, 8 federal, 42 state)	320 (268 local, 8 federal, 44 state)	319 (260 local, 8 federal, 51 state)
	Tenants placed per year*	71	62	86	42
	Average number of individuals waiting for housing per month	53	53	49	49
	Participating landlords	14	14	14	13
	*This number includes new tenants placed, tenants rehoused, and tenants who moved within the program. In FY 2022, 28 new clients entered the program				

PM2: How well did we do it?

2.1	New committed affordable units (CAFs) secured each year for PSH
2.2	Landlord Satisfaction
2.3	Timeliness of obtaining housing
2.4	Effectiveness of support services

PM3: Is anyone better off?

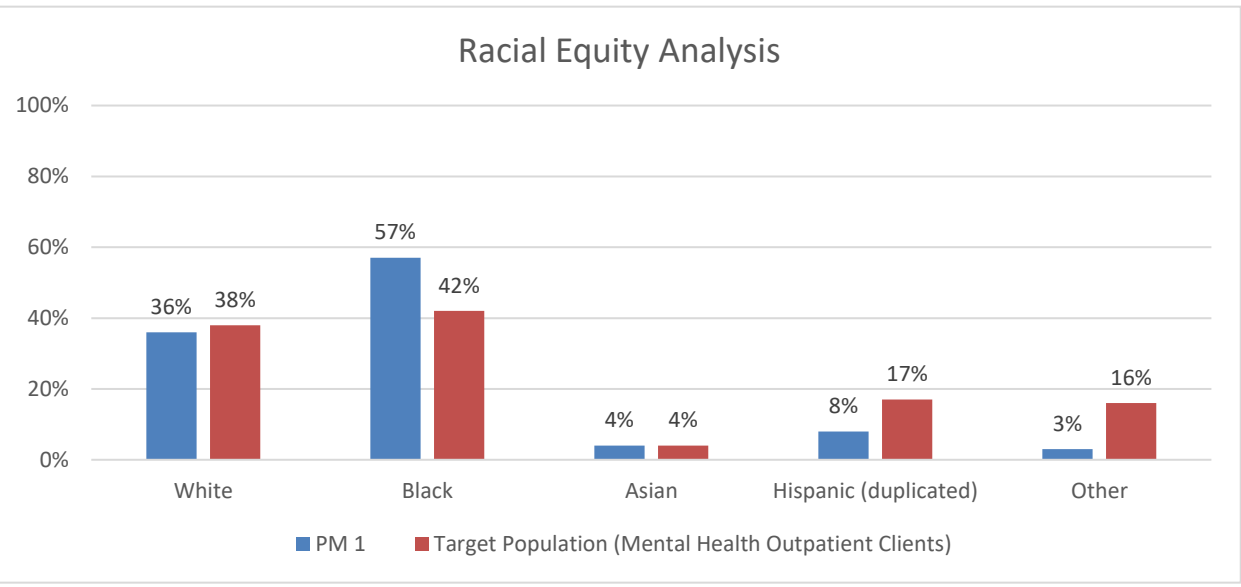
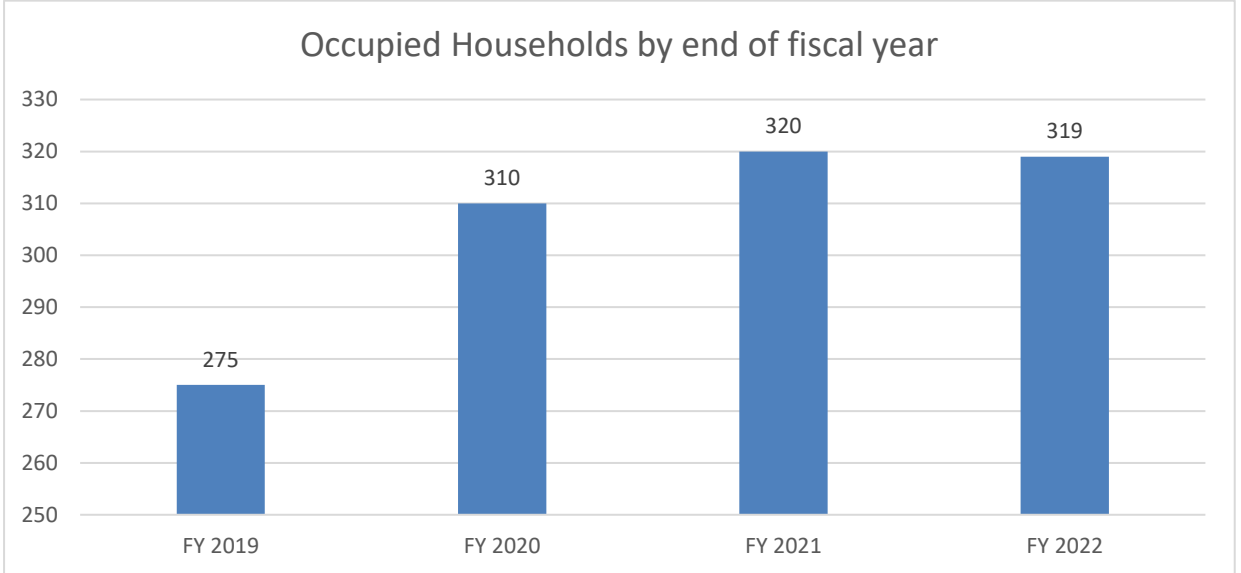
3.1	Approved applicants awaiting housing
3.2	PSH tenants who remain in permanent housing

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Measure 1 Occupied Households at end of fiscal year

Data



Data Summary

- Total number of occupied households has increased 26%, from 254 in FY 2018 to 319 in FY 2022.
- Source of data is from the Homeless Management Information System.
- The racial equity analysis looks at individuals, rather than households occupied at the end of the year. There are several households that have more than one PSH participant. This accounts for the difference in number of occupied households in FY 2022 and the FY 2022 racial equity analysis on this measure.

What is the story behind the data?

- There was a 26% increase in the number of households from FY 2018 to FY 2022.
- In FY 2022 African Americans comprised the majority of households (57%).

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- African Americans were disproportionately represented as they only comprise 42% of a comparable population, individuals who are receiving MH Outpatient services.
- Over-representation of African American households in PSH could be attributable to systemic racism that has resulted in housing barriers for African American individuals, including increased incarceration rates and increased poverty rates. Systemically racist policies such as “redlining” in which African Americans were denied access to housing is also a factor.

Recommendations

Target Dates

- | Recommendations | Target Dates |
|--|---|
| <ul style="list-style-type: none">• Continue to advocate for more affordable housing and more dedicated permanent supportive housing.• Conduct a racial equity analysis comparing occupied PSH household against individuals who are in the PSH pool to determine if there is a higher or lower proportion of African Americans obtaining PSH than in the PSH pool. | <ul style="list-style-type: none">• Monthly, at CoC Housing Committee meetings• Q4 FY 2023 |

Forecast

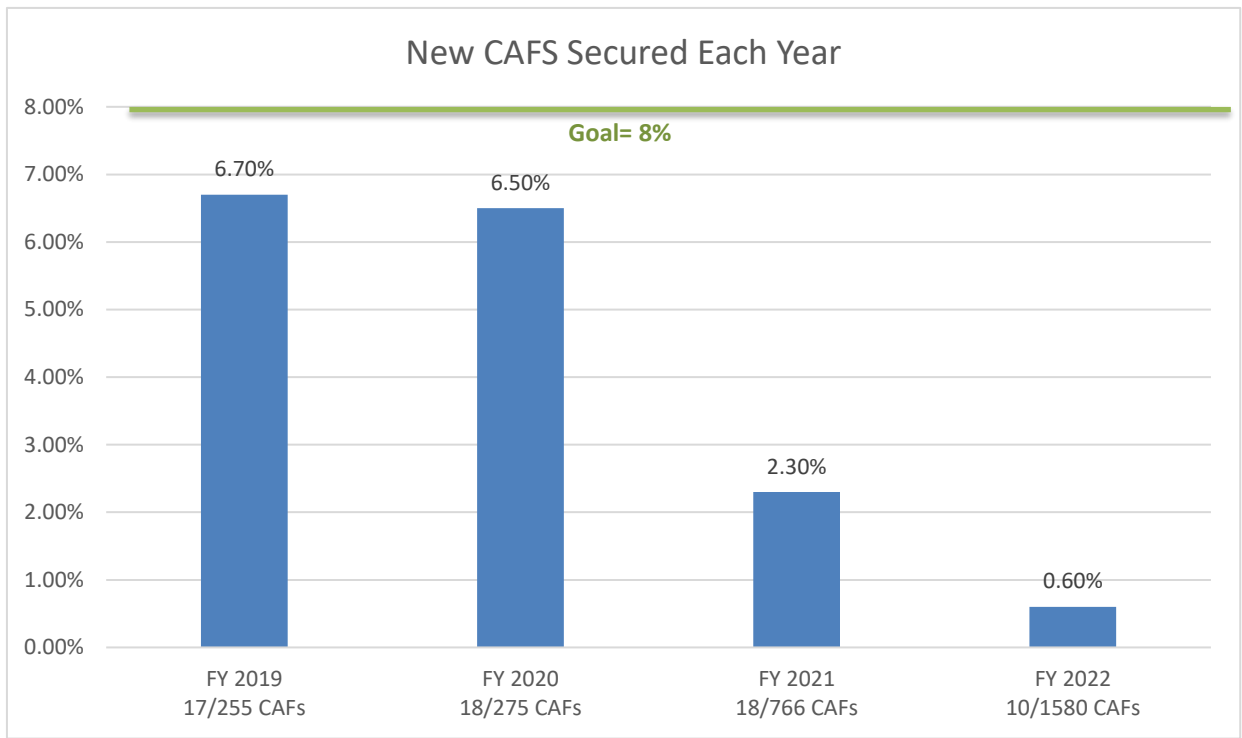
- For FY 2023, it is anticipated that the number of households occupied by the end of Q4 FY 2023 will be 352.

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Measure 2.1 New committed affordable units (CAFs) secured each year for PSH

Data



Data Summary

- 0.6% or 10 of 1580 Committed Affordable Units were secured for PSH in FY 2022, which is less than FY 2021.
- Units are considered "secured" when a project is approved and has Board Approved County funds.
- Data is collected from Community Planning and Housing Department (CPHD) reports

What is the story behind the data?

- With PSH securing only 0.6% of CAFs in 2022, the goal of 8% was not met.
- In FY 2022, the County obtained 1,334 CAFs when the Barcroft apartment community was sold. This is an extraordinary number of CAFs. By comparison, the average number of CAFs developed in previous years was 432. The reduction in percentage of PSH units developed is related to the increased denominator of total CAFs developed.
- There were no PSH units secured from the Barcroft project. However, there were no PSH units committed to this project. No additional units were added to existing contracts as existing landlords are reporting that they are at capacity for PSH units.
- The PSH program is dependent upon the number of affordable units that are developed as well as the number of PSH units that the developer proposes in each project.
- Remote/hybrid service delivery did not impact this measure.

Recommendations

- Continue to negotiate with developers to secure a percentage of CAFs for PSH tenants.

Target Dates

- On-going

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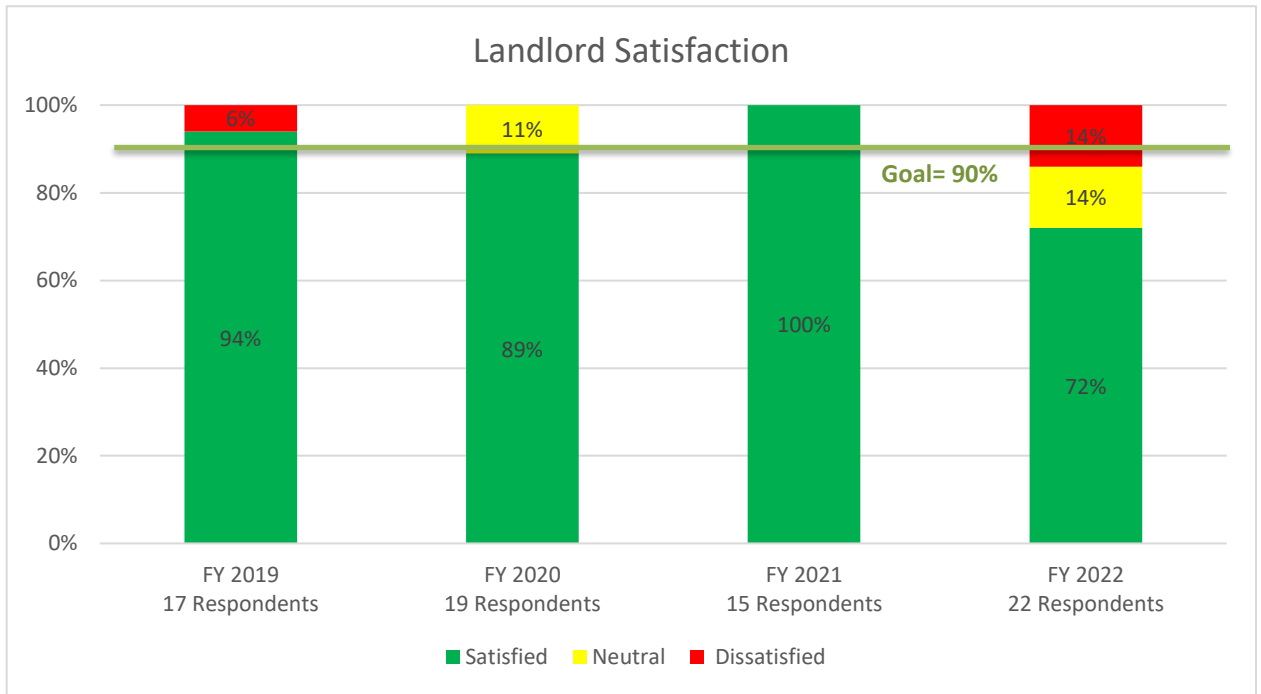
<ul style="list-style-type: none">• Continue to approach landlords about amending contracts to add PSH units to existing properties.• Continue to work with CPHD to learn about development opportunities and continue to advocate for dedication of CAFs.• Continue to attend Housing Commission meetings to learn about development opportunities.• Fill 8 new units at Arlington View Terrace.	<ul style="list-style-type: none">• On-going• On-going through quarterly meetings with CPHD• Monthly meetings• Q4 FY 2023
Forecast	
<ul style="list-style-type: none">• In FY 2023, it is anticipated that the percentage of PSH units secured will be 3%.	

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Measure 2.2 Landlord satisfaction

Data



Data Summary

- FY 2022 overall satisfaction rate was 72% with 22 respondents. The goal is 90% satisfaction. 14% of respondents were dissatisfied, and 14% were neutral. The survey was distributed to 46 site managers and property managers representing 13 landlords, with a response rate of 48%.
- The survey is distributed to landlords and property managers via email. The survey asks questions regarding the ability of PSH staff to be helpful during lease-up process, responsiveness to tenancy issues, and overall satisfaction with the PSH program.

What is the story behind the data?

- Did not meet satisfaction goal of 90%. Satisfaction decreased to 72%.
- Areas of strong satisfaction included landlord’s ability to reach PSH staff when there is a tenancy issue and PSH staff responsiveness during the lease up process.
- Areas for improvement revolve around PSH staff assistance with addressing tenancy issues especially when issues of mental health and substance use are involved.
- Response rate increased by 30%. This was the highest response rate in recent years. Reasons for increased response rate could be attributed to a longer survey response time (one month as opposed to two weeks) and more aggressive PSH outreach to landlords to complete the survey (weekly reminders).
- Given the high response rate accompanied by an increase in dissatisfaction, it is possible that there has been some dissatisfaction in recent years that was not reported or captured.

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- The hybrid service delivery model may not be ideal as areas of improvement identified by the landlords included ensuring that individuals receive the appropriate mental health and substance abuse services.

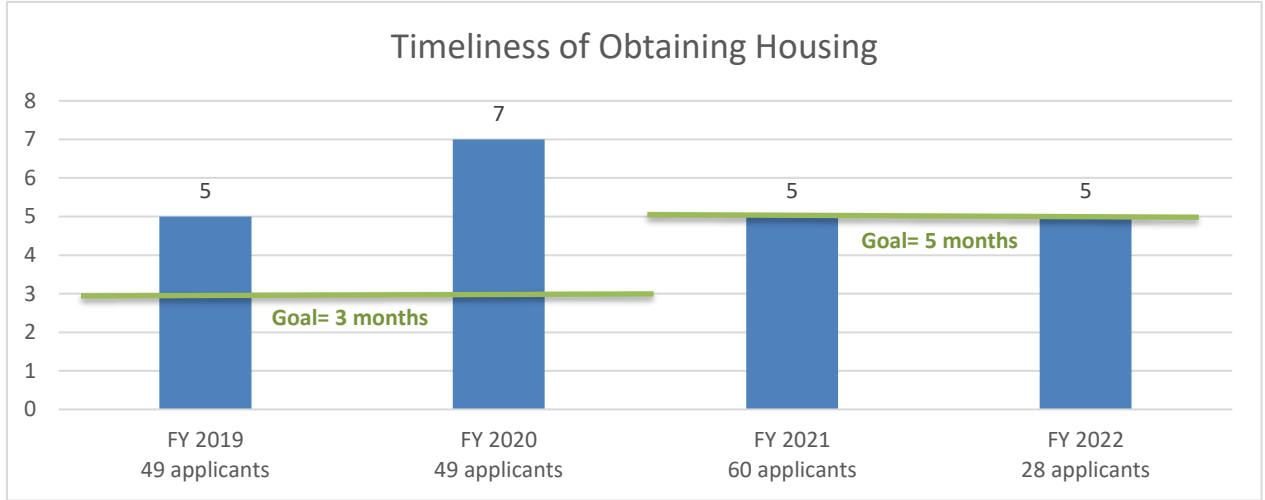
Recommendations	Target Dates
<ul style="list-style-type: none"> • Continue to follow protocol and guidelines established in FY 2018 in collaboration with landlords. • Continue to send out survey in 3rd quarter, to allow adequate time for landlord participation. • Continue with on-call system, maintenance reserve fund, and protocol and guidelines. • Update the survey to elicit more information about areas of dissatisfaction. • Continue quarterly BHD coordination meetings to ensure home visits occur, tenant issues are reported, and mental health and substance abuse issues are being addressed. • Solicit feedback during quarterly landlord meeting about how PSH can better address tenancy issues • Continue to maintain regular communication and meetings with landlords. • Continue with a one-month time frame for the survey with multiple reminders to landlords. 	<ul style="list-style-type: none"> • On-going • Q3 FY 2023 • On-going • Q2 FY 2023 • July 2022, October 2022, February 2023, May 2023, Jun 2023 • On-going • On-going
Forecast	
<ul style="list-style-type: none"> • In FY 2023, it is projected that at least 90% of survey respondents will be satisfied with PSH supports. 	

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Measure 2.3 Timeliness of obtaining housing

Data



Data Summary

- In FY 2022, the median was five months from application approval to move-in. The goal was met.
- Data was collected from the Homeless Management Information System

What is the story behind the data?

- Median time remained the same in FY 2022. The goal was met.
- The median wait times increased significantly over the course of the year. The median wait time for Q1 was 3 months and by Q4, the median wait time was 17 months.
- As mentioned above, even though the goal was met, wait times increased significantly in Q3 and Q4. There were two projects totaling 19 units that were to lease up in late spring of 2022. This did not occur due to supply-chain issues that caused construction delays. This contributed to the increased wait time in Q3 and Q4, and also impacted the overall number of individuals housed in PSH during FY 2022.
- Low vacancy rates continue to impede the program’s ability to house clients within the 5-month timeframe. Of the dedicated PSH units, the program maintained a 96% occupancy rate in FY 2022.
- COVID-19 impacted the pace at which lease ups occurred. Leasing offices were sometime closed for periods of time due to COVID-19 and PSH staff were, at times, unable to be in the community due to COVID-19.
- In Q3, the largest PSH landlord partner underwent a major management re-organization. This resulted in longer lease up times as staff were unavailable due to training.
- PSH continues to prioritize individuals who are homeless. The median wait time for individuals who were homeless was 5 months, and the median for non-homeless was 6 months.
- In FY 2022, PSH implemented a new admissions policy which has an emphasis on prioritizing individuals with the highest housing needs.
- APAH’s Post 29 did not lease up in the anticipated time frame which resulted in increased wait times in Q4.

Recommendations

Target Dates

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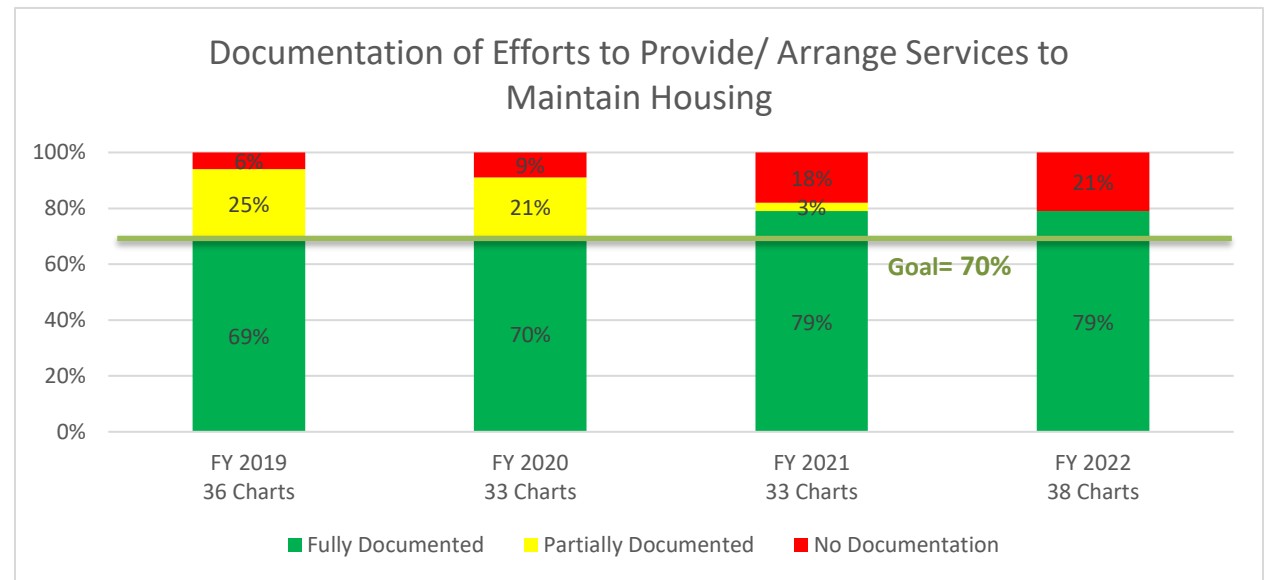
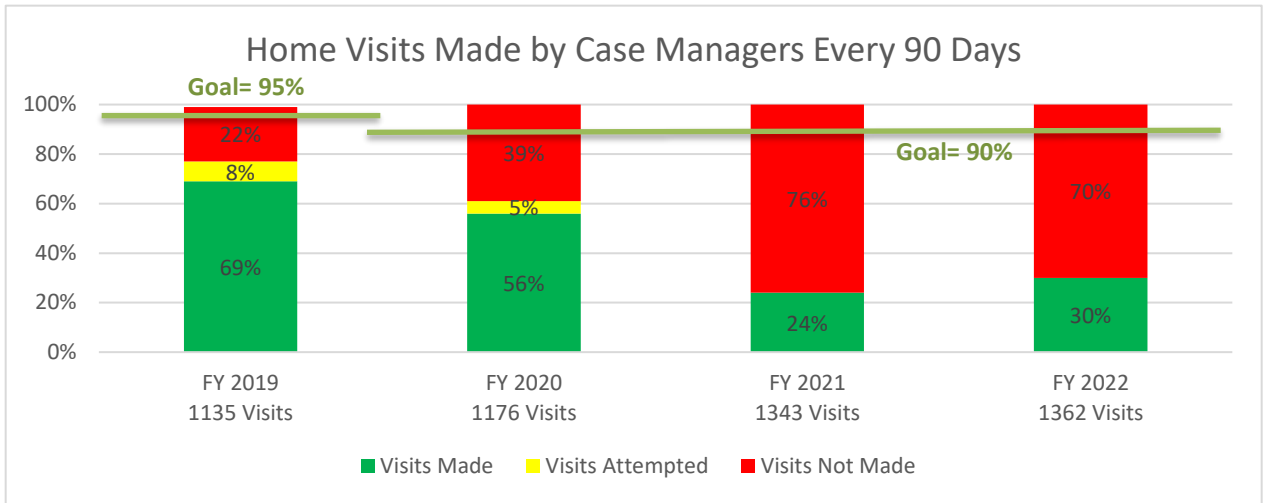
<ul style="list-style-type: none"> • Continue to ensure landlords are satisfied with PSH program and tenants. • Every month continue to update PSH waitlist so that individuals on the waitlist who are ready to be housed can quickly move through the application process without delays such as missing paperwork or identification. • Continue work with the Arlington Landlord Partnership, which is part of the Arlington County Continuum of Care and addresses housing barriers with landlords. • Lease up Wesley’s Cadence in FY 2023 in a timely manner. • Continue to prioritize individuals with the highest housing need for housing placement. 	<ul style="list-style-type: none"> • On-going • Monthly • On-going • October 2022 • Monthly
<p>Forecast</p>	
<ul style="list-style-type: none"> • In FY 2023, anticipate median of five months to obtain housing. 	

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Measure 2.4 Effectiveness of support services

Data



Data Summary

- In FY 2022, the percentage of home visits conducted or attempted every 90 days was 30%. Data was collected from the electronic health record system.
- In June 2022, 38 PSH charts were randomly selected by Compliance and Records Team (CRT). 79% of charts audited fully documented concerted efforts to provide or arrange for appropriate services for the clients to maintain housing, and 0% partially documented efforts. 21% of charts had no documentation of efforts. A chart contains full documentation of efforts if at least 4 out of 5 service requirements are met (i.e., home visit every 90 days, assessment that references PSH, service plans documenting housing supports, etc.).

What is the story behind the data?

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- The goal of 90% of home visits completed within 90 days has not been met. An average of 30% of home visits were completed in FY 2022. This figure is a slight increase over FY 2021 data (24%), but a 30% completion rate is a significant reduction from pre-pandemic data.
- The main factor for the decrease was the COVID-19 pandemic. During the pandemic, home-visits ceased for the vast majority of PSH clients. PACT and Adult Services clinicians continued to see clients in the community during the entire pandemic.
- In April 2022, BHD staff returned to in-home visits for PSH clients. This resulted in a Q4 11% increase in completed home visits.
- The percentage of charts containing full documentation of efforts remained the same as FY 2021. This included documentation of on-going assessment of housing needs, overall efforts to provide/arrange services to maintain housing and service plans reflecting individual needs related to PSH. Documentation goal was exceeded for the second year in a row.
- Challenges regarding completion of home visits due to COVID-19 impacted the percentage of charts that fully documented efforts to provide appropriate housing support.
- PSH training for clinicians occurred in June 2022 and was recorded for staff to review.
- PSH worked with CSB technical support to develop a virtual home visit template. However, this was discontinued due to regulatory concerns regarding virtual home visits. As a result, virtual BHD home visits for PSH ceased in April 2022 and were replaced by in-home visits.

Recommendations

Target Dates

- Continue regularly scheduled meetings with BHD management team to improve program effectiveness and coordination. Home visits will be a standing action item on the agenda.
- Explore the possibility of a code on Welligent that documents attempted home visits.
- Continue with on-going monitoring of charts.
- During Q4 of FY 2023, conduct yearly PSH training for DHS staff. Explore online training options.

Quarterly
 Quarterly
 On-going
 Q4 FY 2023

Forecast

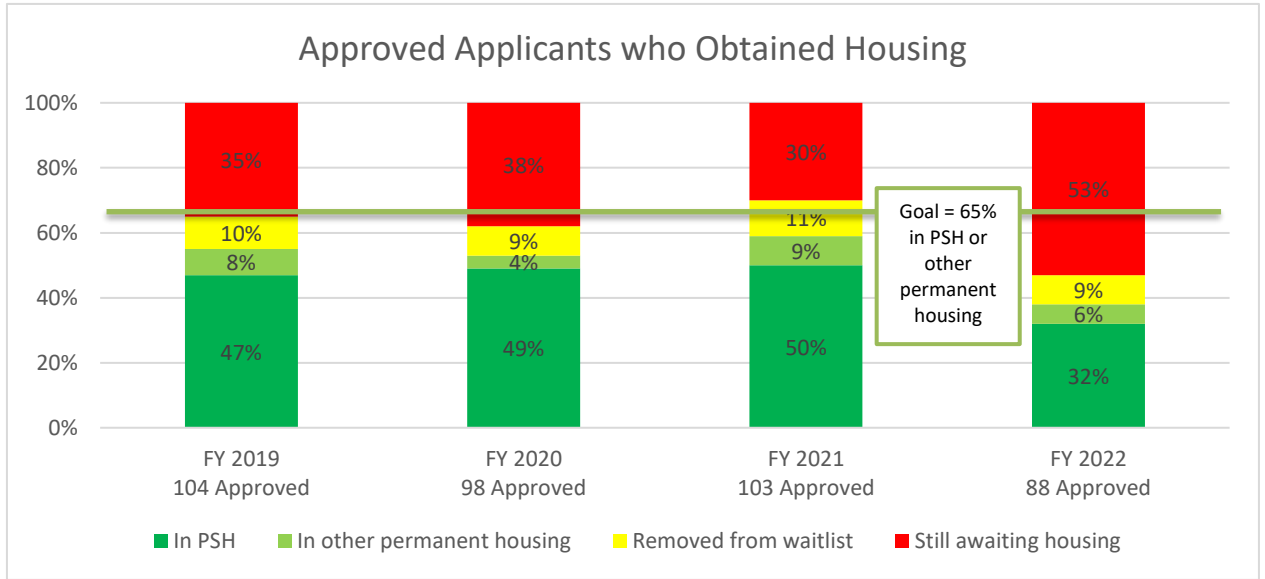
- In FY 2023, we anticipate that 60% of tenants will receive home visits or attempts once every 90 days. We anticipate that 80% of charts reviewed will be fully compliant in documenting efforts to provide appropriate housing interventions, and 20% of charts reviewed will be in partial compliance of documentation of efforts to provide appropriate housing supports.

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Measure 3.1 Approved applicants who obtain housing

Data



Data Summary

- 38% of all applicants who were in the waitlist/pool during FY 2022 obtained permanent housing; 32% in PSH and 6% in other permanent housing. 53% of applicants were still awaiting housing, and 9% were removed from the waitlist without obtaining permanent housing.
- Data collected from the Homeless Management Information System. Data includes all clients who were on the PSH waitlist in FY 2022 and who were open at least 90 days as of 6/30/22.

What is the story behind the data?

- Goal not met. Primary Reasons for not meeting the goal include:
 - Low vacancy rates – The average occupancy rate for the dedicated units is 96%. For units in a general contract, PSH must wait for a unit to become available when a non-PSH individual leaves a committed affordable unit.
 - Continued efforts to move or re-house PSH tenants who lose their housing compete with efforts to house individuals in the pool. For example, when an individual is moved or re-housed within PSH, it impedes the placement timing for other individuals already on the waitlist to be housed.
 - Lease up delays: There were two developments that were slated to lease up in FY 2022. They did not occur in FY 2022 because of supply chain issues that caused construction delays. This resulted in 19 individuals having to wait until FY 2023 to move into their apartments.
 - COVID-19 played a role in the reduction of individuals obtaining housing because leasing offices would have to close due to COVID-19 and PSH staff, at times, could not be in the community due to COVID-19, thus extending the application process
 - One landlord underwent a significant management reorganization during Q3 of FY 2022. The re-organization resulted in the temporary unavailability of leasing staff because they were receiving training.
- Factors contributing to applicants successfully obtaining housing:
 - Contracts with landlords for PSH units

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- Ongoing communication between landlords and PSH staff
- Landlord satisfaction with program
- Specialized housing location services
- PSH staff advocacy to appeal denied applications
- Factors contributing to PSH applicants remaining in the pool awaiting housing:
 - Client Barriers – criminal history, prior evictions, poor credit
 - System Barriers – Low vacancy rate, staff capacity to place additional tenants, available funds for rental subsidies, restrictive screening criteria of some landlords
 - Moving individuals – This year, we moved 13 individuals currently in PSH, which prolongs the amount of time individuals remain in our pool. Reasons for moving include accessibility, safety, health, household composition, and rehousing after eviction*.
 - Construction delays – Clients are awaiting housing in FY 2023 for developments that were slated to open late FY 2022
- A few individuals are removed from the wait list each year because they are in jail, have dropped out of services, or have left the area.
- There were no impacts of remote/hybrid service delivery as lease applications and signings were done in-person.

Recommendations	Target Dates
<ul style="list-style-type: none"> ● Continue to outreach to landlords to learn about vacancies as they arise. ● Prepare clients for lease-up for one new development with dedicated PSH units coming online in FY 2023. ● Continue with eviction prevention efforts so individuals do not need to be re-housed. ● Follow up with landlords regarding construction delays or staffing issues that prevent leasing offices from having full coverage. ● Continue to monitor the success rate of Arlington Landlord Partnership. ● Request adequate funds to cover costs of existing units and new development. ● Continue to monitor reasons individuals are removed from wait list. 	<ul style="list-style-type: none"> ● Monthly, on-going ● September 2022 ● On-going ● On-going ● Q3 FY 2023 ● Q3 FY 2023 <p>Quarterly</p>
Forecast	
<ul style="list-style-type: none"> ● In FY 2023, we anticipate 50% of applicants who were on the waitlist during the year will have been housed through PSH, 5% housed in other permanent housing, 10% removed from the waiting list, and 35% still awaiting housing. 	

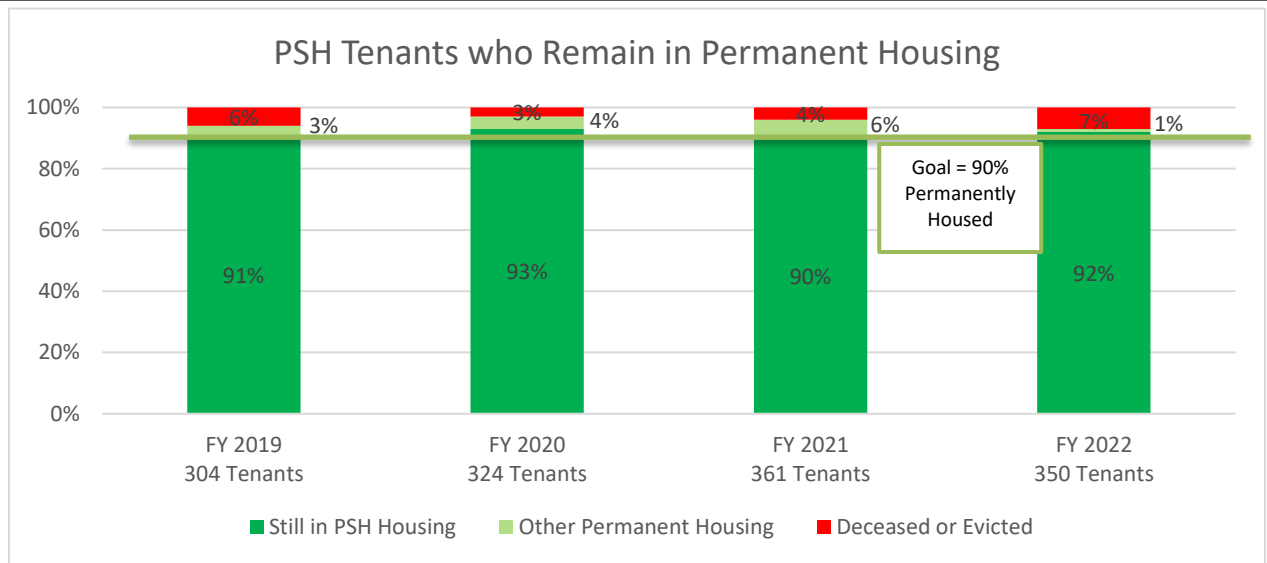
**Evictions noted under PSH most often do not follow the legal definition of eviction (removal of a tenant by the landlord) or result in legal proceedings formally filed with the court system. PSH clients counted under this category may include clients discharged from the PSH program by the Department of Human Services or clients ending their apartment lease cycle where the landlord has issued a non-renewal lease notice. Eligible clients reported under the PSH eviction category may continue to receive PSH services and be re-housed among other properties.*

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Measure 3.2 PSH tenants who remain in permanent housing

Data



Data Summary

- Data was collected on tenants who were housed in PSH at any time during FY 2022 (July 1, 2021-June 30, 2022).
- 93% of PSH tenants served during FY 2022 remained in permanent housing (92% in PSH and 1% who moved on to other permanent housing). A total of 24 or 7% left without obtaining permanent housing (evicted, died, moved to higher level of care, etc.). Evictions noted under PSH most often do not follow the legal definition of eviction - see footnote below.
- The goal is for 90% of tenants served during the year to maintain housing. PSH exceeded this goal.
- Data collected from the Homeless Management Information System.

What is the story behind the data?

- Factors contributing to tenants maintaining housing:
 - Resolution of tenancy issues through ongoing communication between property manager, PSH staff, tenant, and case manager.
 - Quarterly meetings with landlords.
 - Commitment from property managers to keeping individuals housed.
- Individuals who left PSH pursued other permanent housing options such as the Housing Choice Voucher Program, Mary Marshall Assisted Living Residence, and Housing Grants.
- A Graduation plan has been developed and incorporated into the PSH policies.
- A total of 10 (2%) PSH evictions* occurred in FY 2022. This is a slight decrease from the FY 2021 rate (3%).
- While there was a reduction in eviction rate, the percentage of individuals maintaining permanent housing dropped from 96% to 93%. One significant factor was an increase in the number of individuals who died during FY 2022. There were 11 deaths this year. While the causes of death were varied, the increase in number of deaths could be attributable to the pandemic.

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- PSH evictions typically include issues such as substance abuse, criminal activity, and unauthorized occupants.
- The overall tenure of PSH tenants should be noted. Of the individuals who remained in PSH:
 - 14% remained 10 years or more
 - 20% remained 6-10
 - 29% remained 3-6 years
 - 27% remained 1-3 years
 - 10% remained less than 1 year. This consists primarily of individuals who moved in over the course of the year.

The average tenure of the individuals who were evicted was 18 months.

Recommendations	Target Dates
<ul style="list-style-type: none"> • Continue to provide training to staff on housing-focused case management. • Continue to re-house individuals when they lose their apartment. • Continue to assist individuals to transition out of Permanent Supportive Housing into other permanent housing. • Review cases to see if there are PSH clients who can be transitioned onto another subsidy. • Continue housing support to minimize the number of individuals evicted. • Monitor the number and causes of PSH deaths. • PSH manager to continue to review at-risk tenancies with PSH staff during bi-weekly supervision. • Continue to monitor case management services to ensure that tenancy-related support is provided. 	<ul style="list-style-type: none"> • Q4 FY 2023 • On-going • On-going • Quarterly • On-going • Monthly • On-going, twice/month • Quarterly
Forecast	
<ul style="list-style-type: none"> • In FY 2023, we anticipate that 94% of all tenants served will remain in permanent housing (92% in PSH and 2% in other permanent housing). 	