I I 2027 PERFORMANCE PLAN					
Clinical	Co	oordination Progra	m (CCP)	CAB/EID	Jenna Adams, x1305
Program Purpose		Connect, assist, and situations to help th			seholds in emergency ommunity.
Program Information	 Housing-related stabilization services include (but are not limited to): Rental assistance to prevent eviction and stabilize housing. Shelter diversion assistance to ensure that shelters are a last resort. Referrals to homeless shelters where diversion is not possible. Information and referral about other housing programs and resources. Coordination and facilitation of housing related case conferences for clients participating in any of the following programs: Shelter, Rapid Rehousing, or Continuum of Care (CoC) Permanent Supportive Housing. Other stabilization services include (but are not limited to): Utility assistance to prevent utility disconnection and reinstatement of disconnected utilities. Payment for medications and other medical needs. Referrals for emergency and employment transportation and clothing 			helters are a last resort. on is not possible. g programs and resources. ed case conferences for rograms: Shelter, Rapid manent Supportive Housing. hited to): etion and reinstatement of needs.	
	•	assistance. One of the most signommon eviction type 5-day Notice to Pay or Quit 21/30 notice of breach of lease	The Virgini when a ter serve a write (5) days to an eviction Virginia lar lease violate landlords a Notice to Consue. For it provide ter tenant has property at	a five (5) day notice ant has failed to pay the full past-of lawsuit against the didords have two options. For curable, or required to proviously, giving tenation-curable lease when the corrected the issue of the second corrected the second corrected the second corrected corrected the second corrected corrected the second corrected corr	otions when it comes to or correctable, violations, ide tenants with a 30-Day onts 21 days to correct the iolations, landlords must or Notice to Quit. If the sue/remains on the od expires, the landlord
		Writ of Eviction "love" eviction	The writ of the rental of A "love" ev lease agree together in listed on th	eviction is the tendunit and must be relation can occur whement between dore one dwelling unit are lease must vacator provides written results.	ent's final notice to leave equested by the landlord. Then there is no written estic parties residing and the one party not the the property. The notification to parties that
	•	Referrals can come across the County, of Clients meet with a	ased on Arlii from proper constituents case worker	ngton residency and ty management co , as well as self-ref who completes a r	d specific funding guidelines. mpanies, other agencies errals. needs assessment and The case worker will assess

- contributing factors to the emergency needs and work with the client to create an action plan for resolving the emergency rental need.
- The stabilization of housing needs includes the initial intake, ongoing case management to include financial assistance to households, and the review of need and eligibility for various housing subsidies available in Arlington County such as Housing Choice Voucher (HCV), Permanent Supportive Housing (PSH), or Housing Grants (HG).
- In FY 2024, funding streams for emergency assistance were administered by the Endependence Center of Northern Virginia (ECNV).
- The FY 2024 Eviction Prevention budget was \$3,995,437. This included the FY 2024 base budget of \$638,374, one-time local funding of \$4,000,000, and a \$500,000 carryover from FY 2023 unspent local funds. The noted budget is 100% direct client assistance. The ECNV 10% administrative fee is not included in this number, nor is money used on Emergency Financial Assistance (EFA) or emergency hotel lodging.
- DHS internal partners include Behavioral Health, Public Health, Aging and Disability, Housing Grants and Housing Choice Vouchers, Public Assistance, Child and Family, and Customer & Employment Services.
- Other County partners include Arlington County Public Schools, the Sheriff's Department and Community Planning and Housing Development (CPHD).
- External partners include nonprofit agencies including housing program providers, public safety agencies, domestic and sexual violence provider, healthcare providers, hospitals, immigration and legal services, and faith-based organizations.
- Specific CAS partner includes Path Forward's one (1) FTE case worker.

Service Delivery Model

- In FY 2024, services were delivered based on client preferences. CCP services were offered in-person and remotely to best meet client needs.
- CCP staff were available to see clients in person either in the community or on-site at DHS for walk-in needs and appointments. The program also incorporated remote services, where clients could drop off documents or provide documentation through secure electronic means (email, fax, etc.)
- In FY 2025, services will continue to follow a hybrid model with CCP staff providing services in the community and remotely, working in person at least 2 to 3 times weekly.

PM1: How much did we do?

Staff

Total 10 FTEs:

- Supervisor 1 FTE
- Human Services Specialist 1 FTE
- Human Services Clinicians II 7 FTEs
- Human Services Clinician III 1 FTE

*In addition to the CCP staff, 1 contractor and 10 temp staff work within the program. Temp staff have been used since the beginning of the COVID-19 pandemic.

Customers and Service Data

	FY 2021	FY 2022	FY 2023	FY 2024
Client Office Visits	0*	n/a	714	1094
Client Calls to x1010 (24/7 housing information line)	1648	2741	3688	5226
Shelter (includes clients referred to shelter or shelter diversion)	203	250	214	218
Emergency Financial Assistance Service Requests Addressed		2814	3252	2027
 Housing (rental assistance) 		2166	2775	1684
 Utilities 		302	167	250
 Medical/Rx 		175	96	63
Other		60	30	30
Total Eviction F		useholds by Full I for FY 2024)	ınding Servic	es
 Local Funds (DNF and Carter-Jenkinson funds) 	1121*	1140	2839	313
State Funds (RRP)	1141**	3493		
Federal Funds (CHERP)	903***	29	31	
• ECNV****				1066

^{*} In FY 2021, in-person visits ceased due to Coronavirus pandemic. In FY 2022, in-person visits resumed, however data for CCP visits was not differentiated from data for other programs.

****In November of FY 2024 – ECNV became the primary check writing agency for our local funds. Their funds are divided into Eviction Prevention and Emergency Financial Assistance. Total households assisted in FY 2024 with eviction include Arlington Thrive Carter-Jenkinson funds and Daily Needs Funds (313 households from July 1 to October 31, 2024) and Endependence Center of Northern Virginia (ECNV) Eviction Prevention Funds and Emergency Financial Assistance (1066 households served).

PM2: How well did we do it?

2.1	Subsidy Recipients Assisted
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2.2 Client Satisfaction

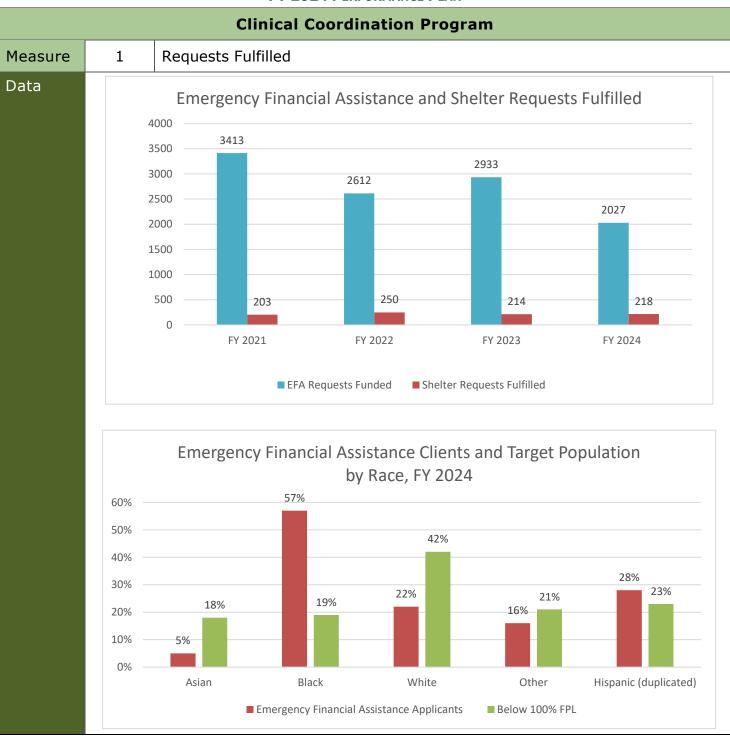
PM3: Is anyone better off?

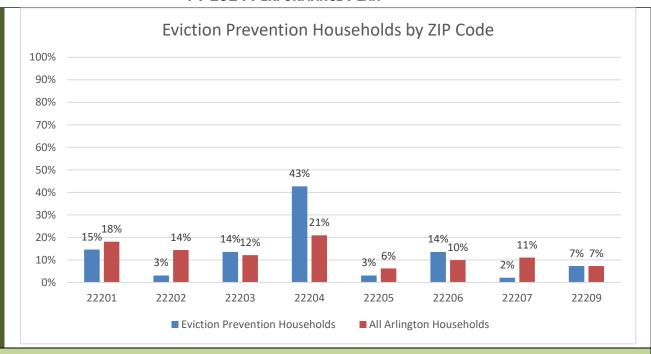
^{**}Prior to FY 2022, Local Funds included: DNF, EFA, Carter-Jenkinson funds, and CAS local funds.

^{**}Includes CAS-State funds and RRP funds which were administered by the State. RRP clients are reported on this Performance Measurement Plan (PMP) if they requested assistance from DHS and were then referred to RRP.

^{***}In FY 2021, Federal Funds included: CARES (Coronavirus Aid, Relief, and Economic Stability Act), CARES HCV Admin, Community Development Block Grant (CDBG), Community Services Block Grant (CSBG), and RMRP.

3.1	Client report of effectiveness of services
3.2	Emergency needs met
3.3	Clients remained in housing after 90 days
3.4	Court outcomes for eviction cases





Data Summary

- Households applying for eviction prevention assistance are often experiencing a financial emergency, which can be particularly acute for families in poverty.
- Race/Ethnicity data was not captured for 23% of EFA households. Race/Ethnicity and zip code analyses exclude shelter requests.
- Data is extracted from the Eviction Prevention PowerApps system and analyzed in Excel. Data reflects deduplicated clients. Requests that were not approved for funding are not included. Comparison population data is collected from the American Community Survey.

- The COVID pandemic caused an increase in requests for Emergency Financial Assistance, in particular eviction prevention funding, in FY 2021.
- To address a spike in evictions when the federal eviction moratorium ended in October 2021, the program continued to collaborate with Legal Services of Northern Virginia to obtain the docket of all scheduled evictions and work with the households to divert them. Staff also went to court on a weekly basis to meet with clients, landlords, and attorneys in person to provide information and work together to cancel evictions when possible. This was hugely successful in capturing clients that did not know about RRP or DHS Eviction Prevention services.
- In FY 2022, the number of clients that applied and received eviction assistance decreased because many clients accessed the State's RRP portal to seek emergency rental assistance with their property managers.
- In FY 2023 an increase in emergency rental assistance requests is believed to be due to the impact of the end of RRP funds as the final allocation of funds were disbursed by September 30, 2022, as the final review of pending cases concluded.
- Beginning in Q3 of FY 2023 a new funding cap was implemented for all emergency financial assistance for eviction prevention. The new guidelines included that a household could not exceed \$7,000 in emergency financial assistance within a 12-month period for all assistance received after January 1, 2023. For financial assistance, contract rent must be at or below

- 150% Fair Market Rate, gross household income must be at or below 50% AMI, and household must be able to provide documented proof of hardship. For rent requests there must also be a late notice or an eviction notice.
- The \$7,000 cap directly impacted households with large amounts of arrears, often leading to multiple requests for other services or referrals to other resources to address other areas that households may have been experiencing financial hardships.
- In FY 2024 a lower funding cap of \$3,000 annually was implemented for all emergency financial assistance for eviction prevention. Households receiving assistance decreased due to the new cap implemented on January 1^{st,} 2024.
- In FY 2024, the Federal Poverty Level (FPL) was \$31,200 for a family of 4. In comparison, households earning less than 80% of the area's median income (AMI) are considered low-income by the U.S. Department of Housing and Urban Development. In Arlington, 80% AMI for a family of 4 is \$154,700. Therefore, using FPL as a threshold may not fully capture the need for assistance among Arlington's low-income families.
- Black and Hispanic residents continue to represent the largest percentages of households receiving assistance through eviction prevention programming and resources. Staff are trained to use Language Lines, and staff also speak various languages and practice cultural awareness to minimize access barriers for services.
- Compared to all Arlington households, Eviction Prevention households are overrepresented in zip code 22204, but are underrepresented in 22202 and 22207. Among Arlington zip codes, 22204 has the lowest median household income.

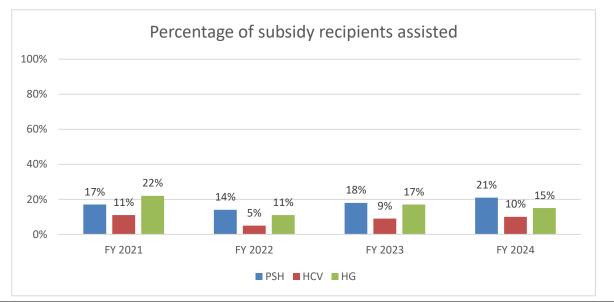
Recommendations	Target Dates
 Analyze what threshold amount of financial assistance is needed to keep individuals and families stably housed with the recent change in funding caps. Analyze data on the number of households that request assistance and are not eligible for assistance due to the criteria associated with the funding cap. 	FY 2025, Q4FY 2025, Q2

Forecast

• In FY 2025, the number of payments is expected to remain relatively consistent at approximately 1,931 as the rate of evictions is expected to increase and several households will not be eligible for funding due to the funding caps.

Clinical Coordination Program			
	Measure	2.1	Subsidy Recipients Assisted
	<u> </u>		

Data



Data Summary

In FY 2024:

- 72 out of 345 households receiving a Permanent Supportive Housing (PSH) subsidy received emergency rental assistance and security deposits.
- 148 out of (an annual average) 1535 households receiving a Housing Choice Voucher subsidy also received emergency rental assistance.
- 291 out of 1904 households receiving the Housing Grant subsidy received emergency rental assistance.
- Overall, 14% (511 of 3784) of housing subsidy recipients received eviction prevention assistance in FY 2024, down from 15% in FY 2023.

- The number of households receiving housing subsidies who received emergency rental assistance has increased in FY 2024 due to increased eviction filing rates and the end of state eviction prevention funding.
- As many employees who lost jobs during the pandemic returned to work, more households became eligible for housing subsidy programs; however, many still needed rental assistance because of large rental arrears that accrued and were not addressed during the pandemic.
- PSH households that received assistance through Community Assistance Bureau (CAB) were primarily for move-in costs and due to increased personal household expenses.

Recommendations	Target Dates
 Analyze what is the threshold amount of financial assistance needed to keep individuals and families stably housed with the recent change in funding caps even when subsidies are in place. 	• FY 2025, Q4

- Explore how the current caps and eligibility criteria, to include a potential length of residency and other factors, impact needs for financial assistance and rental subsidy.
- FY 2025, Q2

Forecast

- In FY 2025, the percentage of subsidy recipients assisted with eviction prevention assistance will likely increase to 25% in FY 2025 due to the increase in evictions, the decrease in the emergency assistance funding cap, and the recent changes to the Housing Grant program eligibility criteria where a client cannot have a rental debt and receive the Housing Grant.
- In FY 2025, we received \$81,900 in Virginia Homeless Solutions Program (VHSP) funds to assist with Eviction Prevention.

Measure 2.2 Client Satisfaction

Data



Data Summary

- In FY 2024, surveys were completed for all four quarters. Survey results showed 92% of respondents agreed or strongly agreed their worker treated them fairly, 82% of respondents agreed or strongly agreed their worker explained things clearly, and 87% of respondents agreed or strongly agreed that they worked well with the worker.
- The goal was to increase the response rate and have 50 to 60 households complete customer satisfaction surveys each quarter.
- Three of the four survey questions focus on the interaction with case workers and satisfaction of service outcomes. The fourth question focuses on whether service needs were met (see PM 3.1). Survey questions utilize a 4-point scale: Strongly agree, Agree, Disagree, and Strongly Disagree.
- At the end of each quarter, all clients who requested services during the first 21 days of the first month of each quarter (July, October, January, and April) were contacted by phone to ensure a broad representation of needs and staff.
- Surveys were conducted over the phone and in the client's primary language
 to gauge customer satisfaction for services being provided remotely. Each
 quarter designated staff randomly contacted households that requested
 services. Surveys were offered in multiple languages to accommodate the
 many households served.
- In FY 2024, the survey response rate was 55% (129/233).

- Overall, clients felt they were treated fairly and that their needs were addressed well.
- Increases in survey satisfaction can be attributed to a greater collaborative effort of CCP staff working more closely with an increased number of property managers and landlords across the County to act as an early warning system for households facing eviction.

- Survey responses increased during the 3rd and 4th quarters as more households were served, increasing the survey pool size.
- Drops in customer service satisfaction could be related to changes in program requirements and circumstantial changes that impacts clients and landlords.

Recommendations	Target Dates
Create additional opportunities for surveys and service feedback to be conducted in the community at regularly held/or ongoing events (such as eviction prevention events, during food distribution, and other collaborative meetings with partners and clients).	• FY 2025, Q2

Forecast

 As the volume of in-person services continues to increase, satisfaction survey response rates should increase by 15% as there will be greater opportunities for service follow-up.
 Satisfaction rates will remain consistent in FY 2025, as the lowered assistance caps are increasing the number of households that would be ineligible for additional emergency financial assistance.

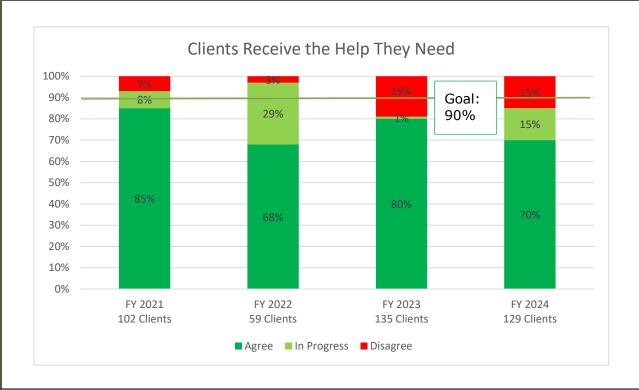
Clinical Coordination Program

Measure

3.1

Client report of effectiveness of service

Data



Data Summary • In FY 2024, 70% of clients that responded to the survey agreed that they had received the services they needed, 15% reported that their request was in progress, and 15% of respondents indicated that they had not received the services they needed. Survey methodology is identical to PM 2.2.

- Overall client feedback in FY 2024 was positive, however, the notable decrease in satisfaction regarding the effectiveness of services may be since many households were not eligible for financial assistance under the guidance of the caps that were implemented, starting January 1, 2023. Clients had often met the cap limit and required additional assistance or were unable to demonstrate sustainability even with the provision of funds. Also, some clients were not aware of the changes in funding guidelines upon making their requests for assistance.
- Client concerns focused on the process for accessing assistance including the newly
 implemented funding cap and the length of time it took for service needs to be met due to
 additional eligibility criteria.

Recommendations	Target Dates
Create additional opportunities for surveys and service feedback to be conducted in the community on regularly held/or ongoing events (such as eviction prevention events, during food distribution, and other collaborative meetings with partners and clients).	• FY 2025, Q2

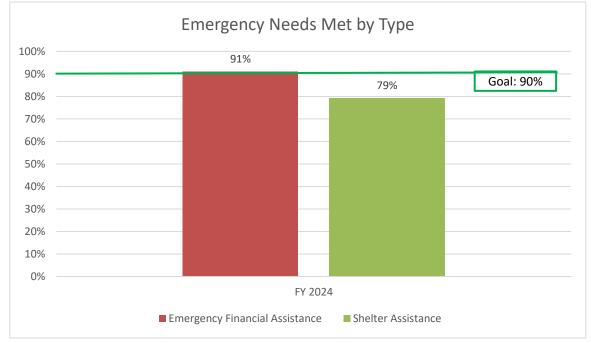
- Examine any discrepancies in data tracking for payment requests and payment fulfillment.
- Evaluate how many households have reached the annual cap for financial assistance and how quickly these households are maxing out and becoming ineligible or additional services.
- Work with CPHD and properties to explore how late fees & other fees can be waived once households are receiving CAB services.
- FY 2025, Q2
- FY 2025, Q2
- FY 2025, Q3

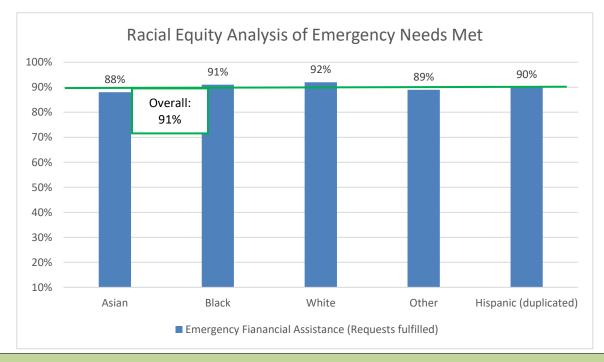
Forecast

In FY 2025, the expectation is that at least 85% of clients will report that services were
effective because clients will be more familiar with the changes made regarding assistance
eligibility and payment allocation. Also, efforts to work more collaboratively with properties
residential services teams, landlords, and community partners will improve the timeliness of
service delivery.

Measure 3.2 Emergency Needs Met

Data





Data Summary

- Emergency financial assistance request types include eviction prevention, medical (Rx, dental, eyeglasses) requests, transportation, and the category of other (that may include IDs/birth certificates, clothing, and storage). Prior to FY 2024 service requests were tracked by request type, not by funding category.
- In FY 2024, 91% (2,027/2,230) of Emergency Financial Assistance needs were met.

- In addition to emergency financial assistance CCP also provides emergency
 assistance for shelter placement for singles and families. In FY 2024 79% of
 shelter requests for singles and families were addressed (218 out of 275) with
 shelter placement or emergency lodging in a hotel. In FY 2024 there were two
 shelters serving single men and women and the County went from two family
 shelters to one, increasing the number of families having to enter hotel for
 emergency lodging due to lack of space in the one family shelter.
- Data is now captured in the Eviction Prevention database.

What is the story behind the data?

- Clients' needs were addressed through a wide range of DHS and community programs. This
 created challenges for tracking data the same way as in previous years, as not all services
 could be tracked in ETO.
- Cases are reviewed and if there is no contact in 90 days, then cases will be closed.
- Clients' emergency financial needs and requests are tracked in the Eviction Prevention PowerApps database, while emergency shelter needs and requests are managed in Homeless Management Information System (HMIS).

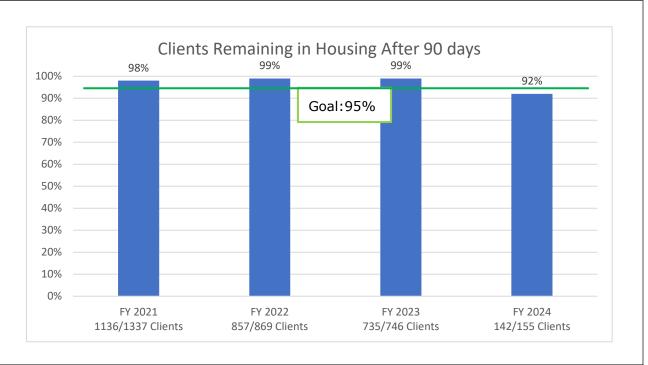
Recommendations	Target Dates
Review if the temps should just work with eviction prevention requests and the Homeless Services Center (HSC) staff work more holistically with cases to get at the root causes of crises	• FY 2025, Q2
 that clients continue to experience. Have one system to better track client and their sustainability 	• FY 2025, Q2
 progress. Request for some of the local funds to assist clients to move to a more affordable jurisdiction. 	• FY 2025, Q2

Forecast

• FY 2025: percentages of needs met are expected to remain consistent, at approximately 91% for EFA and 79% for shelter. Shelter requests will likely increase as the number of evictions increase and the cost of living increases creating barriers for households to remain stably housed.

Measure 3.3 Client remained housed after 90 days

Data



Data Summary

- In FY 2024, out 158 of the households that responded to 90-day follow up calls: 142 households remained in housing. 6 households were evicted and not rehoused, and 7 households moved out of Arlington County.
- Of the 158 households contacted for follow-up, 3 (2%) provided no response after reaching out at least 2 times. Therefore, their housing status is unknown and are excluded from the calculation.
- Prior to FY 2024, all clients were contacted by temp staff. In FY 2024, the number was reduced to approximately 40 per quarter due to staffing.
- 90 day follow up data was captured for all four quarters in FY 2024.

- In FY 2024 90-day follow up was completely tracked in the Eviction Prevention PowerApps database.
- 90-day follow-ups were completed for all four quarters by staff that reached out to clients in the PowerApps database that were listed as having completed services 90-days from their original service requests.
- Prior to FY 2024 there was one dedicated temp staff who solely managed 90-day follow up calls lending to the larger pool of respondents. Currently, with increased caseloads and staffing changes, it has been a collective effort to reach out to clients directly to ensure service needs have been addressed effectively, sample populations are generated in PowerApps based on the service request date and represent all households that have had their service requests fulfilled in the prior 90 days.

Recommendations	Target Dates
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- Staff will continue to utilize eviction diversion strategies to help households remain in housing while enhancing partnerships with properties and landlords. These strategies include:
 - Holding Eviction Prevention Clinics at various locations across the community such as residential community centers, and also in conjunction with other community programs offered by property management companies and other county departments.
 - Working with the Arlington County courts to partner with clients, properties, and landlords to develop payoff agreements to ensure households can remain in their respective units.
- In FY 2024 the 6 most vulnerable properties in Arlington County were identified to pilot an early intervention system. Staff worked closely with property managers and resident services to more quickly and effectively identify households at risk of eviction. The outcome data will be analyzed at the conclusion of the 12-month trial period.

Ongoing

• FY 2025, Q2

Forecast

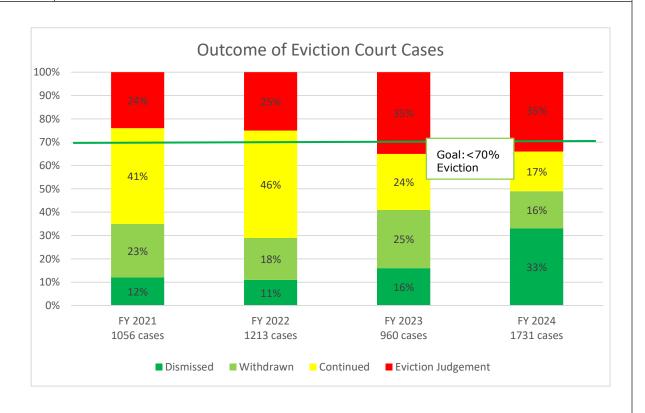
• In FY 2025, it is expected that 95% of clients will remain housed at 90-day follow-up. A slight increase is expected due to continued collaboration with Property managers and staff attending court on a weekly basis in order to address client's rental needs earlier.

Clinical Coordination Program Court outcomes for eviction cases

Data

Measure

3.4



Data Summary

- FY 2024 eviction data is reported by Legal Services of Northern Virginia, and the Arlington County Sheriff's department based on the number of writs issued. "Love evictions" are not calculated in this data. Note that this data represents all evictions, including those that involved households which did not receive eviction prevention funding.
- In FY 2024, following an eviction judgment, the sheriff's department processed evictions and issued writs within approximately 30 days of the judgement. The actual eviction typically occurs within 10 days of the sheriff's department posting the writ.
- Staff obtain the number of writs issued from the Sherriff's office, the
 outcomes of eviction cases from the Unlawful Detainer court docket, and
 review court outcomes with Legal Services of Northern Virginia, to effectively
 assess how eviction prevention efforts and emergency financial assistance
 impact the households we serve.

What is the story behind the data?

In FY 2024, out of 1731 cases, the number of cases dismissed or withdrawn increased to 49%, up from 41% in FY 2023. This increase is potentially due to collaborative eviction prevention efforts that have included working more closely with residential partners and identifying households at risk of eviction earlier in order to more quickly identify resources for households facing financial emergencies.

- In FY 2024, eviction prevention funding decreased. The emergency financial assistance cap was reduced from \$7,000 annually (as of January 1, 2023) to households only being able to receive \$3,000 annually starting in FY 2024. This change in funding significantly impacted the number of evictions issued during FY 2024.
- Continuing rising costs of rent likely contributed to increase of evictions in FY 2024.
 According to an analysis by <u>The Washington Post</u>, average rent in Arlington has increased 4.4% since 2023 and increased 16.5% since 2019. The analysis also shows that Arlington still holds the highest average price in rent in the region, including Washington DC and Maryland.
- The majority of eviction judgements in FY 2024 were due to non-payment and rental arrears amounts beyond what the eviction prevention cap could cover.
- Tenants may choose not to appear in court due to relocation, accessibility barriers, or belief that the eviction cannot be prevented. Staff encourage Eviction Prevention clients to attend court and collaborate with the property manager in advance on eviction diversion strategies.
- In FY 2024, of the 1,112 writs of eviction served by the Sheriff's department, 64 % (637) were carried out by the Sheriff's Department a decrease of 10% from FY 2023. This total includes both residential and commercial tenants.
- Of eviction cases that appeared on the docket in FY 2024, 25% received eviction prevention assistance.

Recommendations	Target Dates
Will continue to work closely with landlords and Resident Services at larger properties to proactively assist clients who may be at risk for eviction.	Ongoing
 Be present at community partner events to provide information regarding eviction prevention services. Staff will continue to work with affordable housing landlords to 	Ongoing
resolve 21/30 evictions prior to their court date. Staff will also continue to work with clients who have received a 21/30 for hoarding or uncleanliness by providing deep cleaning services.	Ongoing
 Continue to attend the weekly Eviction Dockets to work with clients, landlords, and attorneys. 	Ongoing
 Continue to collaborate with LSNV to identify clients who may be eligible for judgement expungements to mitigate re-housing barriers. 	Ongoing
Continue to partner with LSNV to obtain outcomes for court cases.	Ongoing
 Consider excluding continued cases for the next fiscal year. 	• FY 2025, Q4

Forecast

• In FY 2025, evictions are projected to increase to 40%, and cases dismissed or withdrawn are projected to decrease to 30%. The annual cap for emergency financial assistance is lower, fewer properties are willing to make payment arrangements, and fewer non-County funding sources are available. However, the rental arrear balances are projected to be lower. More households have family members returning to work, also allowing them to access programs such as the Housing Grant.