

# FY 2024 PERFORMANCE PLAN

Continuum of Care (CoC) Services	EID/HAB	Triina Van x1319
Program Purpose	Make homelessness rare, brief and non-recurring by providing affordable and sustainable housing, tailored services, and by centering the voices and expertise of people with lived experience of homelessness.	
Program Information	<p>The Arlington CoC is a network of programs and services provided by Arlington County Government and nonprofit partners working to prevent and end homelessness.</p> <p>Interventions available within the CoC include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• <b>Diversion and Targeted Prevention:</b> Preventing homelessness by assisting people in finding alternative housing options or maintaining existing housing through solutions-oriented case management and flexible emergency financial assistance.</li> <li>• <b>Street Outreach:</b> Services provided to persons sleeping outside to encourage engagement, acceptance of services, and ultimately access to shelter and housing.</li> <li>• <b>Emergency shelter:</b> Temporary emergency lodging with access to hygiene, food and supportive services for people experiencing homelessness.</li> <li>• <b>Transitional housing:</b> Temporary housing with intensive services to assist people in addressing rental and housing barriers for up to 24 months.</li> <li>• <b>Rapid re-housing:</b> Short and medium-term rental subsidies, housing search, and supportive services to assist people in quickly attaining permanent housing.</li> <li>• <b>Permanent supportive housing:</b> Permanent and deeply affordable housing with wrap-around supportive services for highly vulnerable people living with a disability and/or experiencing chronic homelessness.</li> <li>• <b>Other permanent housing:</b> Permanent, affordable housing and services for people experiencing homelessness.</li> </ul> <p>The Continuum of Care meets Federal and State mandates. Responsibilities include oversight and governance, operating a Homeless Management and Information System (HMIS), operating a Coordinated Entry, maintaining system policies, coordination and strategic planning, point-in-time count, and annual gaps analysis. The CoC Program serves as the lead agency for State and Federal funding. This entails completing and submitting annual funding application to Department of Housing and Urban Development (HUD) and the Virginia Department of Housing and Community Development (DHCD).</p> <p>The CoC Program also is a member of the Metropolitan Washington Council of Governments Homelessness Committee. The coordinator served as the Committee Chair in FY 2024. The Program directs special initiatives such as the Built for Zero initiative, which seeks to measurably end homelessness for entire populations. (The Built for Zero initiative is led by a National Non-Profit, Community Solutions which provides technical assistance, training, and coaching to participating communities.) The CoC, governing bodies, and non-profits are guided by and implement the CoC's new Strategic Plan: <u><a href="#">A Way Home for All</a></u> which was facilitated through a community input process facilitated by DHS.</p>	

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	<p>Recognizing the intersection of homelessness among other sectors, the CoC continues outreach efforts to increase diversity among its members. CoC membership includes formerly homeless persons, nonprofit homeless assistance and employment providers, domestic violence and sexual assault providers, faith-based organizations, funders, County staff, businesses, advocates, Arlington Public Schools (APS) staff, social service providers, behavioral health providers, hospitals, universities, affordable housing developers, law enforcement, organizations that serve veterans, and individual community members.</p>
Service Delivery Model	<p>In FY 2024, CoC services remained consistent with pre-pandemic strategies:</p> <ul style="list-style-type: none"> <li>• <b>Centralized Access:</b> Staff largely work on-site with walk-in access. Meetings may occur virtually or in person. During non-business hours, weekends and holidays, the shelter access line (703-228-1010) is rotated between three area non-profit shelter providers. CAS also provided expanded overflow in hotels to support families experiencing homelessness and when local emergency shelters were at capacity.</li> <li>• <b>Street Outreach:</b> Street Outreach is provided by PathForward and Behavioral Health Division's Treatment on Wheels. Staff continue to maintain in-person presence in the community. PathForward medical personnel continue to accompany outreach teams to provide access to preventive and treatment services. Of note this year, DHS outreach and homeless services were included in the former Key Bridge Marriot response.</li> <li>• <b>Emergency Shelter:</b> All shelter programs maintained full operations at their shelters, including 7<sup>th</sup> floor operations of the HSC hypothermia program. This excludes Doorways Family Home which stopped accepting new families as of April 1, 2024. During Q4 FY24, all families were assisted in moving into housing as that property transitions to serving solely survivors of Domestic Violence and Sexual Assault in FY 25.</li> <li>• <b>Day Programming:</b> HSC and RPC have fully resumed all day programming services.</li> </ul> <p>At the close of FY 2024, DHS is awaiting the outcomes of the Homeless Services Request for Proposals (RFP) (for operations of the Residential Program Center, Homeless Services Center, Street Outreach, Sullivan House, and expanded overflow, non-congregate shelter). Outcomes are anticipated in FY 2025. These outcomes may potentially impact service delivery in the following ways: identifying new operators of existing programs, expanding shelter overflow in non-congregate settings, increasing emphasis on engaging people with lived experience, expanding medical and clinical services across CoC providers.</p>
<b>PM1: How much did we do?</b>	
Staff	<ul style="list-style-type: none"> <li>• DHS Total 7.5 FTEs: <ul style="list-style-type: none"> <li>○ 1 FTE Coordinator/Supervisor</li> <li>○ 1 FTE Business Systems Analyst II/HMIS Lead</li> <li>○ 1 FTE Business Systems Analyst I (new grant funded position)</li> <li>○ 2 FTE Housing Locators (1 term limited/overstrength position)</li> <li>○ 1 FTE Homeless Services Management Analyst</li> <li>○ 1 FTE Racial Equity Senior Management Analyst</li> <li>○ .5 FTE Accounting Technician II (split with FASS)</li> </ul> </li> </ul>

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- Nonprofit Total FTEs (approximate totals):
  - PathForward – 36 FTEs
  - Bridges to Independence – 14 FTEs
  - Doorways for Women and Families – 34 FTEs
  - New Hope Housing – 21 FTEs

## Customers and Service Data

	FY 2021	FY 2022	FY 2023	FY 2024
Street Outreach (includes PathForward, TOW, and MOST)	43	33	74	115
Drop-In or Day Program Clients Served*	-	-	-	80**
Hypothermia Clients Served (Individuals)*	253	183	233	231
Emergency Shelter Clients Served (Individuals)	204	213	271	232
Emergency Shelter Clients Served (Families)***	102 (43 HHs)	92 (45 HHs)	166 (61 HHs)	173 (58 HHs)
Emergency Shelter (Domestic Violence)	80 (44 HHs)	104 (57 HHs)	135 (62 HHs)	127 (70 HHs)
Rapid Re-Housing Clients Served (Individuals and Families)	343 (182 HHs)	379 (207 HHs)	426 (255 HHs)	370 (206 HHs)
Permanent Supportive Housing Clients Served (HUD Funded Only)	120	108	99	112
Unsheltered Clients Identified During Point-in-Time Count*	27	20	42	31
Sheltered Clients Identified During Point-in-Time Count*	144	162	171	212
Veterans Identified During Point-in-Time Count*	4	6	6	13
Chronically Homeless Identified During Point-in-Time Count*	35	39	18	35
Transitional Aged Youth (TAY)**** Identified During Point-in-Time Count*	8	15	16	10
DHS Housing Locator Referrals (clients served)	NA	NA	144	194

\* Non-Arlington residents are included in the counts marked with an asterisk.

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**\*\*From FY 2021-FY 2023, Drop-In or Day Program Clients Served were included in the Street Outreach counts. They have been pulled out for FY 2024 going forward. Clients can receive services from both the Outreach and Drop-in/Day Program teams and be counted in both.**

**\*\*\* In family shelter programs, the CoC counts the number of households (HHs) served, as well as the number of persons represented in a household.**

**\*\*\*\* Transitional Aged Youth (TAY):** persons 18 to 24 years old, including individuals and families. If a head of household is 18 to 24 years old, all children in the household are counted as well.

	FY 2021	FY 2022	FY 2023	FY 2024
Number of New CoC Members Recruited	7	1	10	14*
Total Budgeted HUD Funding	\$5,930,583	\$4,412,564	\$2,800,242	\$2,872,150
Total Budgeted State Funding	\$4,631,646	\$5,587,694	\$5,099,996	\$2,853,540**
Total Budgeted Local Funding	\$9,177,624	\$8,676,464	\$14,775,303	\$12,429,610***
TOTAL Budgeted CoC Funding	\$19,739,853	\$18,676,722	\$21,475,313	\$18,155,300

CoC nonprofits: PathForward, Doorways, and Bridges to Independence were also awarded a combined \$1,010,452 in State Administered Housing Trust funds (operating on the calendar year and not represented above). DHS was also the recipient of a \$291,773 Community Solutions grant to fund an HMIS System Analyst for two years.

\*Includes 7 people with lived experience of homelessness who joined as members of the inaugural, Lived Experience(d) Advisory Group (LEAC).

\*\*Reduction from FY 2022 and FY 2023 results from the loss of CARES Act funding administered by the Commonwealth of Virginia.

\*\*\*Includes \$4,397,639 for Targeted Prevention (originally budgeted for \$1,268,219 at the start of the FY), \$85,000 one-time employment assistance funds (\$42,500 for New Hope Housing and Bridges to Independence), and \$170,500 for hypothermia operations.

### PM2: How well did we do it?

2.1	Expenditure Rate of Federal, State, and Local Funds
2.2	CoC Data Meeting HMIS Completeness Standards
2.3	HUD Projects Submitting Corrective Action Plans (CAPs) On-Time

### PM3: Is anyone better off?

3.1	Participants Exiting to Permanent Housing (PH)
3.2	Homeless Recidivism (Emergency Shelter Re-Entry)

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### CoC Services

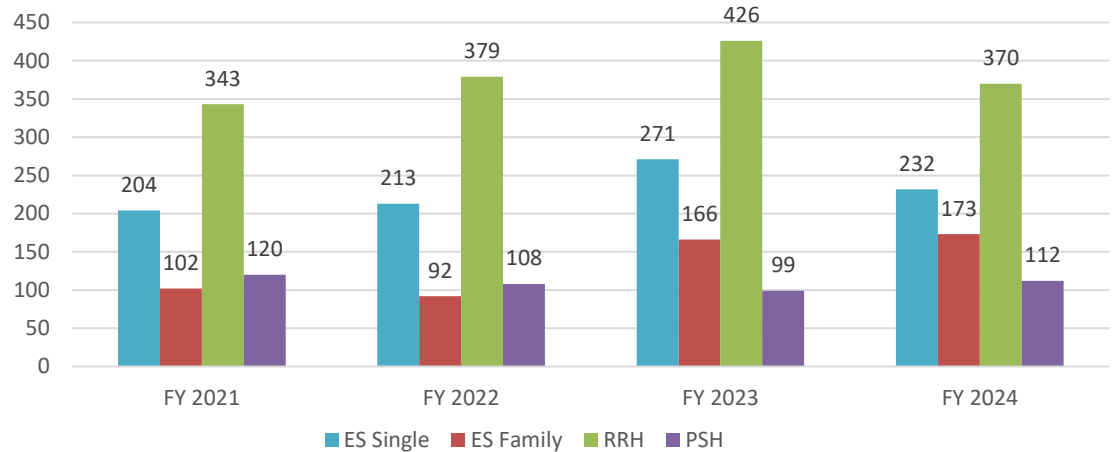
#### Measure

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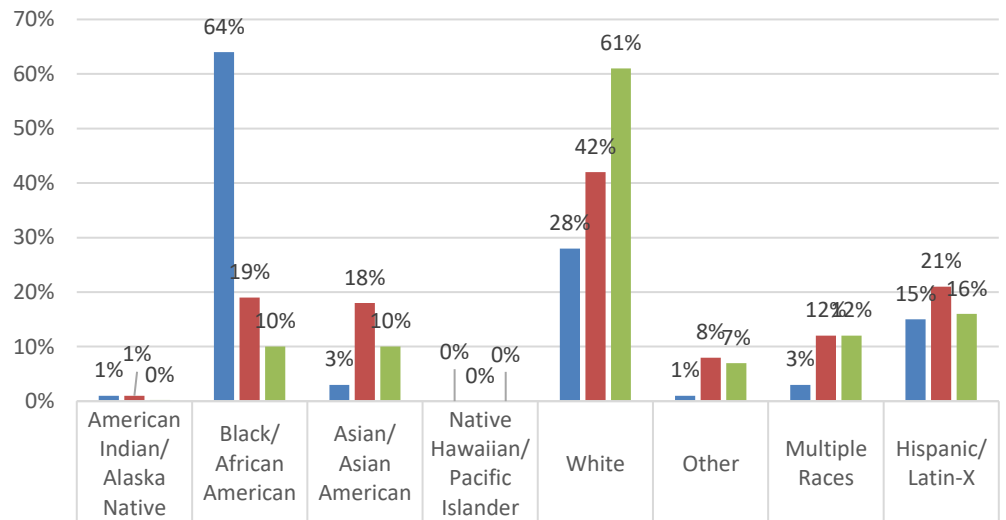
#### Clients Served

#### Data

##### Clients Served



##### FY 2024 Racial Equity Analysis



FY24 Clients Served	1%	64%	3%	0%	28%	1%	3%	15%
Below 100% FPL	1%	19%	18%	0%	42%	8%	12%	21%
Arlington Population	0%	10%	10%	0%	61%	7%	12%	16%

■ FY24 Clients Served ■ Below 100% FPL ■ Arlington Population

#### Data Summary

- **Clients Served:** In FY 2024, 232 people were served in single adult shelters, 173 people in family shelters, 370 people in Rapid Rehousing, and 112 people in CoC Permanent Supportive Housing.
- **Racial Equity Analysis:** In FY 2024, people identifying as Black or African American were over-represented in the CoC as compared to both the broader,

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Arlington population and among those living below 100% of the Federal Poverty Level in Arlington, VA.

- Hispanic/Latin-X counts are duplicated in the chart above.
- 2% of the clients served in FY 2024 are not represented in the chart for either not knowing or preferring not to answer the race question or because data wasn't collected.

### What is the story behind the data?

- In FY 2024, the CoC experienced pre-pandemic levels of need. This, coupled with the elimination of COVID-19 response measures, exasperated challenges the CoC faced in FY 2023. For example, reductions in Rapid Rehousing (RRH) assistance constrained exits to permanent housing from shelter and increased lengths of stay, reducing the number of people served in single adult shelter, in particular.
- In FY 2024, 476 people were served by the Centralized Access System (operated by the Community Assistance Bureau). A total of 1,302 people were served total across the homeless services continuum (from street outreach, emergency shelter, and other housing programs).
- Single Adult Emergency Shelter: In FY 2024, 232 people were served in single adult shelters. This is a 14% decrease from FY 2023, or a decrease of 39 people. The reduction was a result of reductions in RRH assistance and the CoC's ability to exit persons from shelter.
- Family Emergency Shelter: Utilization trends continued to increase from the prior two fiscal years. In FY 2024, 173 people (or 58 households) were served. This is a 4% increase in individuals from FY 2023, or an increase of 7 people.
  - Thirty-three (33) families (comprised of 100 people) were served in hotels during FY 2024 because of increased needs seen across the CoC, as well as dynamics in shelter capacity (described below). These numbers are not represented in the figure above as this service was incorporated into HMIS mid-way through FY 2024.
  - In FY 2024, Doorways initiated efforts to transition their DV shelter services to the Family Home. This strategy is part of their organization's overall goal of prioritizing their housing and services for survivors of intimate partner violence. After the end of the hypothermia season in FY 2024, Doorways no longer accepted new families at the Family Home and worked to exit all Family Home clients to permanent housing by the close of FY 2025. Doorways will close the building at the start of FY 2025 for a number of repairs and upgrades before reopening the doors to solely serve survivors. In FY 2024, Doorways served 60 individuals (or 25 households) as compared to 77 individuals (or 32 households) in FY 2023.
  - With the completion of the shelter remodeling and repairs at Sullivan House, Bridges to Independence served 122 people (or 37 households) in FY 2024, compared to 91 individuals (or 30 households) in FY 2023. This was the highest number of people served in the past 5 years.
- Domestic Violence shelter: Doorways DV shelter served 127 survivors (70 households). This is on par to the number of survivors served in FY 2023 (135 people and 62 households) when Doorways sheltered a record high number of survivors.
  - To meet this need, Doorways had expanded emergency safe housing for survivors using non-congregate, master leased apartments in partnership with APAH during the pandemic. Doorways now utilizes hotels on a more limited basis as compared to how hotels were utilized during the pandemic.

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- Additionally, Doorways was awarded HUD CoC DV Bonus funds to expand Rapid Rehousing services for survivors, creating more rapid pathways to housing for survivors.
- In FY 2025, HAB will no longer be working with Doorways as a direct contractor as the DV sheltering services contract has moved to the DHS Director's Office. Doorways will still be collaborating with HAB as part of the CoC.
- Rapid Rehousing: As described above, the loss of State administered CARES Act funding (or CHERP) significantly constrained the CoC's capacity to provide RRH assistance to new households in FY 2024. Compared to FY 2023, when a record high of 426 people were served in RRH, in FY 2024, 370 people were served. This represents a reduction of 13%.
  - In preparation for the end of locally funded RRH (in FY 2025), both Doorways and Bridges to Independence worked to wind down the number of families in these programs, by either assisting them in exiting to independent housing or moving them to other funding streams. New Hope Housing and PathForward relied heavily on CHERP funds in FY 2023, serving 47 and 32 individuals in these programs, respectively. These clients were also exited to PH or moved to other funding streams to maintain their assistance. The need to continue assistance to households who otherwise could not sustain housing on their own additionally constrained RRH capacity during FY 2024.
- Permanent Supportive Housing: In FY 2024, 112 people were served in CoC PSH programs, compared to a recent low of 99 in FY 2023. In FY 2023, the CoC had streamlined the referral process of eligible clients to available CoC PSH units, creating efficiencies and timeliness of referrals to fill vacancies. In FY 2024, this work continued as the CoC made significant improvements to its By-Names-List process, providing greater oversight and collaboration across the CoC to review and prioritize referrals from literal homelessness and emergency shelter for PSH (and RRH) vacancies.
- Housing Location: In FY 2024, 1 of the 3 Housing Locators (supporting local PSH and State, Department of Behavioral Health and Developmental Services (DBHDS) clients) left the County, reducing the staffing of this team. Despite this loss, the DHS Housing Locators provided housing leads to 50 more clients compared to FY 2023, responding to 194 referrals in FY 2024.
  - The Housing Locators provided 1,990 housing leads (available units) to these referred clients, averaging just over 10 leads per client request in an average of 1.5 days.
  - The Housing Locators accept leads from DHS programs and CoC nonprofits. Their four top referral sources are Aging and Disability Services Division (44 referrals), Community Assistance Bureau (38 referrals), Housing Grants Program (34 referrals), and the CoC partners (32 referrals). Despite the housing location supports that already exist in the CoC, the Housing Locators are called upon when the clients leasing barriers or housing needs are more complex.
- Racial Disparities: In FY 2024, HUD updated their HMIS Data Standards which resulted in significant changes to how CoC's collect race and ethnicity data. Race and ethnicity categories are now combined; All persons engaged in CoC programs, can now self-identify with 30 different racial and ethnicity identities. People can identify as: Hispanic as its own race group, Middle Eastern or North African as a new race group, and a number of combined race groups as opposed to "multi-racial."
  - For purposes of the PMP analysis, race groups were organized and mapped to traditional census data groups to assist with trend analysis. Additionally:
    - "Other" race group for FY 2024 Clients Served includes Middle Eastern or North African-identifying people.



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- The majority of the HUD HMIS race groups that were mapped to existing census race groups represented fewer than 5 persons with the exception of: Hispanic/Black/African American (13 people); Hispanic only (64 people); White/Black/African American (13 people); White/Hispanic (101 people); Hispanic and 2 or more races (6 people). Hispanic clients are duplicated on the above chart.

Recommendations	Target Dates
<ul style="list-style-type: none"> <li>• With the adoption of the CoC's new Strategic Plan, the CoC will continue to implement the activities outlined in the plan, working to reach functional zero for all populations by 2026.</li> <li>• The CoC will stand up a Racial Equity Taskforce as a new part of the CoC's governance structure. This group is tasked with operationalizing racial equity across the CoC.</li> <li>• The CoC will evaluate system performance outcomes, disaggregating outcome data by race.</li> <li>• The CoC will continue to elevate and prioritize the expertise of people with lived experience in guiding the CoC towards person-centered solutions. This work will be led by the CoC's Lived Experience Advisory Council (LEAC).</li> <li>• The CoC will identify opportunities to leverage State and Federal resources, including new funding solutions towards their efforts and prioritizing permanent housing interventions.</li> <li>• The CoC will support nonprofits selected through the Homeless Services RFP process initiated in FY 2023 to support with onboarding, new contract terms, etc.</li> <li>• In collaboration with the new Racial Equity Taskforce, LEAC, and CoC nonprofits, the CoC will be reviewing and updating CoC-related policies and procedures to center race and address practices that may further harm and oppression.</li> <li>• The CoC will adopt a new, client-centered Grievance Procedure as developed with LEAC members.</li> <li>• The Data and Evaluation Sub-Committee will continue to track and monitor system performance measures, as well as progress towards functional zero milestones to elevate progress and areas of opportunity.</li> <li>• The CoC Executive Committee will review key system performance metrics on a quarterly basis to identify areas of opportunities for project-level improvements and funding gaps.</li> </ul>	<p>Ongoing</p> <p>Q2 FY 2025</p> <p>Q2 FY 2025</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Starting Q3 FY 2025</p> <p>Q2 FY 2025</p> <p>Ongoing</p> <p>Quarterly</p>
Forecast	
<p>In FY 2025, the CoC anticipates that the demand for shelter will be consistent with the past 2 years. In response to the increased need, many CoC partners applied directly to the State for HOME ARP funds in the form of tenant-based rental assistance. We expect awards to be announced some time in FY 2025. This would allow for more rapid rehousing assistance, with the flexibility for longer stays (up to three years, as opposed to the traditional two years). Overall, this will promote further exits from shelter to permanent housing, potentially increasing RRH and shelter capacity.</p>	

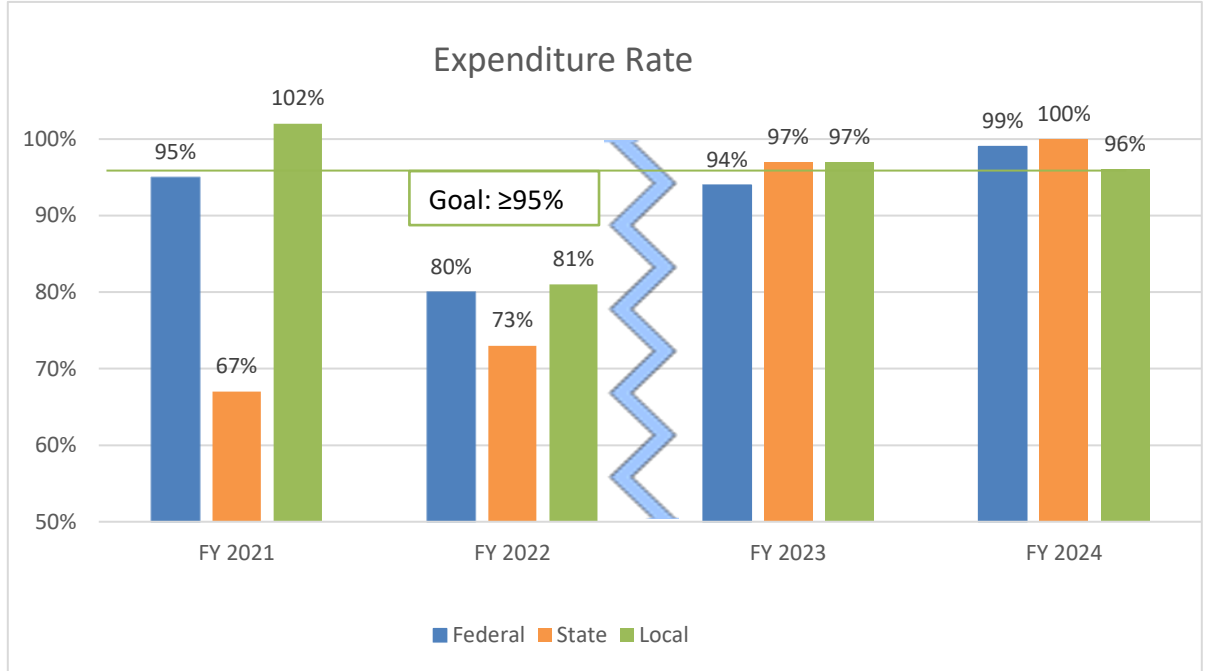


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### CoC Services

<b>Measure</b>	<b>2.1</b>	<b>Expenditure Rate of Federal, State and Local Funds</b>
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**Data**



**Data Summary**

- The Continuum of Care captures data regarding the expenditure rate of grantees/contractors receiving federal, state, and/or local funding.
- Financial expenditures are tracked for the following programs: Homeless Prevention, Emergency Shelter operations, Rapid Re-Housing, Permanent Supportive Housing, and CoC Planning/HMIS costs.
- This data is used to determine if financial resources are being utilized in an effective and efficient manner, and if resources can or should be reallocated, should the need arise.
- Each program is expected to expend approximately 25 percent of their annual funding on a quarterly basis. Progress is monitored and reported across the continuum each quarter.
- Beginning in FY 2023, this measure includes expenditure rates of fiscal year grant cycles only. It excludes projects not on the FY cycle: Local HSC and RPC funding, and 5 HUD projects.

### What is the story behind the data?

- During FY 2024, the CoC enacted a more rigorous reporting and review of actual and projected expenditures. In addition to ensuring sufficient time to review and address concerns about reported expenditures, the CoC requested nonprofits submit projections if over/under-spending was present. Overall, expenditures were on track throughout the year.
- CoC exceeded its goal for Federal, State, and Local expenditures.
- Of Federal projects operating on non-FY grant cycles (excluded from the chart above), all projects are on track with expenditure rates.
- During the FY 2024, both PathForward and New Hope Housing expended their RRH assistance prior to the end of the FY. This impacted their ability to accept new clients. Both projects received assistance with either bridge funding on a case-by-case basis to prevent

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evictions for program participants, case consultation to review caseloads to identify households ready to 'move on,' or assistance from other nonprofits who had rental assistance funds available to support costs.

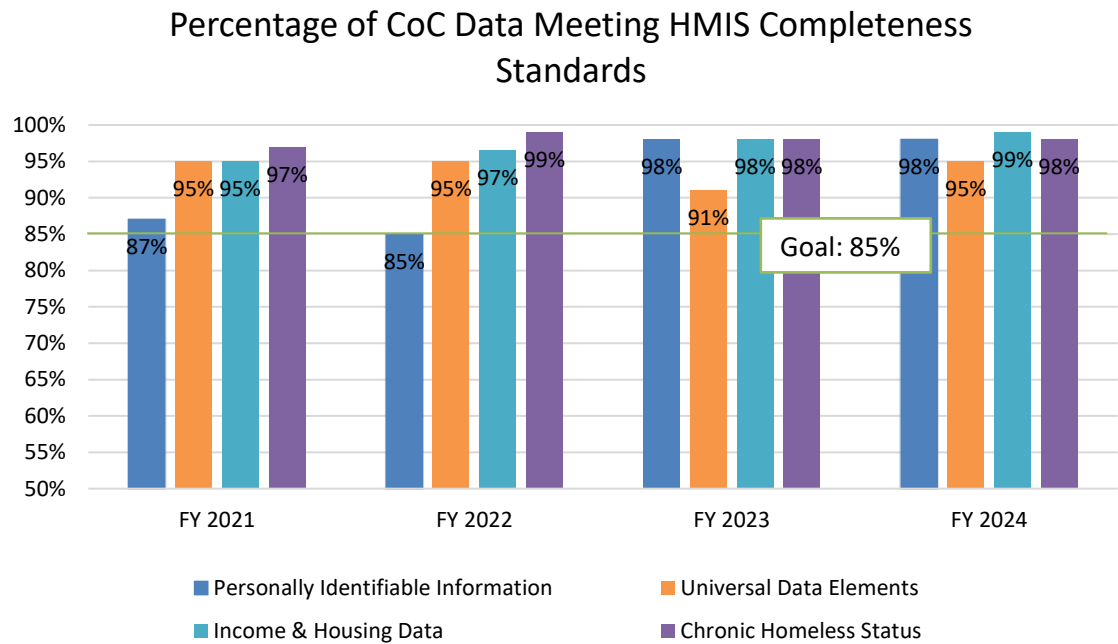
Recommendations	Target Dates
<ul style="list-style-type: none"><li>• The CoC will continue to maintain its earlier expenditure reporting timelines and will request projections when under or overspent.</li><li>• The CoC will exercise their ability to reallocate a portion of funding for projects that do not meet expenditure goals by close of Q2 FY 2025.</li><li>• As needed, CoC lead staff will elevate concerns to the Leadership Board when trends indicate spending difficulties.</li><li>• DHS, as the CoC lead, will continue to use expenditure rates as one of the considerations for future funding opportunities.</li></ul>	Ongoing
	Q2 – Q3 FY 2025
	Q2 – Q3 FY 2025
	Ongoing
Forecast	
<ul style="list-style-type: none"><li>• The CoC will reach its expenditure goal of 95% for all fund sources.</li><li>• All grants on non-FY cycles will be on track to expend at least 95% of funds at close of grant terms.</li></ul>	

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### CoC Services

<b>Measure</b>	2.2	CoC Data Meeting HMIS Completeness Standards
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**Data**



**Data Summary**

- On a quarterly basis, Program Managers run the Annual Performance Report (APR) from the HMIS system. This report is reviewed and then submitted to the HMIS Administrator for each quarter and at the conclusion of each fiscal year.
- There are 17 total data elements reviewed that include Personally Identifiable Information, Universal Data Elements, Income & Housing Data, and Chronic Homeless Status.
- Programs must have an error rate of 5% or less for each data element.
- Programs must have an overall completion rate of 85% or better.
- Thirty-six programs are evaluated. Success is defined as all CoC data having an overall completion rate of 85% or better.

### What is the story behind the data?

- In FY 2024, 100% of programs met or exceeded HMIS data completeness standard goals: Universal Data Elements (95%); Personally Identifiable Information (98%); Income and Housing Data (99%); and Chronic Homeless status (98%). These results culminated after quite a bit of effort, including a complicated and significant HUD Data Standards update which caused challenges with reporting and data quality assessments for nearly half the fiscal year.
- In FY 2023, the CoC HMIS Lead Administrator hosted standing open-door “office hours,” quarterly data coaching by project type, and HMIS user trainings. These efforts continued in FY 2024.
- During FY 2024, the CoC also conducted several process improvement activities which spotlighted data quality issues and subsequent actions:
  - Access to and change in income and benefits system performance: The Data and Evaluation Committee reviewed ongoing challenges in system performance for these

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measures, discovering areas of opportunity for data collection and assessment activities. These changes resulted in improvements in performance and more accurately reflect need and effort now in these categories.

- By-Names List management: With the adoption of Zero for All activities, the Data and Evaluation Committee (D&E) created a standing workgroup responsible for reviewing data for all actively homeless clients in the CoC. The workgroup ensures that the HMIS data used in the By-Names List is accurate and reliable, and so that identification, prioritization, and referral of clients aligns with local policies and requirements. The workgroup identifies missing data for critical values such as SPDAT assessment scores, chronicity, family composition, disability status, and Veteran status. These reviews now occur before every By-Names List meeting so errors can be addressed ahead of prioritization and referral.
- Delineation of day programs and street outreach activities in HMIS: Historically, PathForward day and street outreach programs were combined in HMIS, causing challenges in understanding how many people were sleeping in places not meant for human habitation versus who was utilizing the drop-in program for services. HMIS Lead Administrators worked with PathForward and New Hope Housing to update data entry practices for day programs. The CoC can now measure the two programs separately and better understand the number of people experiencing literal homelessness. This has also led to further identification and improvement of data quality for street outreach programs.
- Full HMIS participation of Independence House Transitional Housing: FY 2024 serves as the first full year that this program utilized HMIS for all clients experiencing homelessness. HMIS Leads provided training and technical assistance to the BHD project officer and agency staff to ensure adherence to CoC HMIS practices.

Recommendations	Target Dates
<ul style="list-style-type: none"> <li>Continue data quality coaching for CoC projects through FY 2025 to ensure data quality is maintained as lead up to HMIS vendor selection.</li> <li>DHS Homeless Services staff will work with Arlington County ISB to review HMIS RFP solicitations and select vendor through the competitive process.</li> <li>Should a different vendor be selected through the RFP selection process, DHS Homeless Services staff will work with the vendor and HMIS users on a robust implementation plan that includes system set up, data migration, and user training.</li> </ul>	<p>Quarterly</p> <p>On-Going</p> <p>Q4 FY 2025</p>
Forecast	
<ul style="list-style-type: none"> <li>Given targeted reviews and technical assistance underway, data quality for Universal Data elements will remain over 90% and all other measures will reach at least 95%.</li> </ul>	

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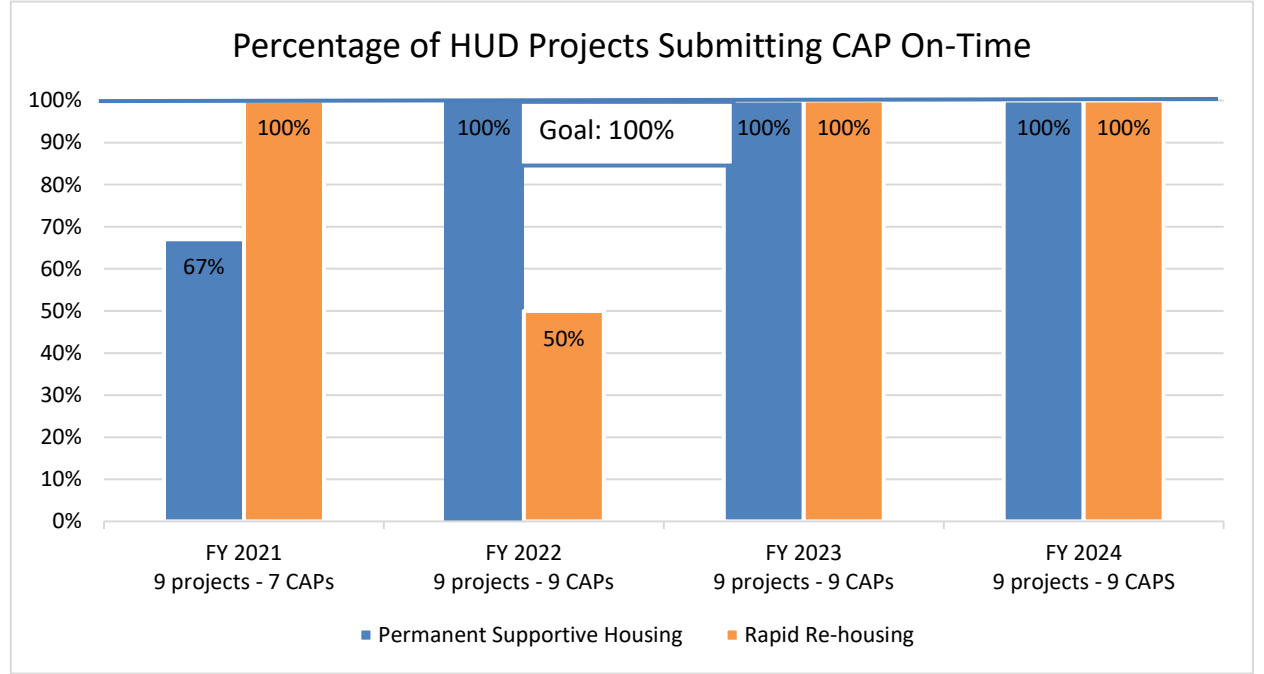
### CoC Services

#### Measure

2.3

HUD Projects Submitting Corrective Action Plan (CAPs) On-Time

#### Data



#### Data Summary

- CoC Services developed a Corrective Action Plan (CAP) with Housing Innovations for HUD-funded project evaluations and monitoring. Evaluations include an analysis of performance data and client survey results and are largely done for HUD CoC-funded programs for the renewal application process. Monitoring includes a comprehensive review of programmatic and administrative elements of programs and are completed for projects funded at the local, State and Federal levels.
- HUD CoC renewal projects are evaluated annually. Those that have not met the minimum CoC evaluation standards are required to submit a CAP, indicating how it will work to ensure the project will meet or exceed the minimum standard in the future. CoC Services conducts a mid-year analysis of current data to provide feedback around CAP implementation.
- In FY 2023, nine projects were evaluated.

### What is the story behind the data?

- Of the 7 PSH Projects that required CAPs, 7 projects submitted them on time.
- Of the 2 RRH projects that required CAPs, 2 projects submitted on time.
- One new RRH project was not required to submit a CAP since this FY was their first in operations.
- In FY 2024, the CoC held a workshop for all HUD-funded project administrators which included an overview of the local CAP process and emphasized the value of continuous quality improvement.
- This year's CAP process included a deadline extension given assessed impacts of multiple, concurrent competitive funding processes underway.

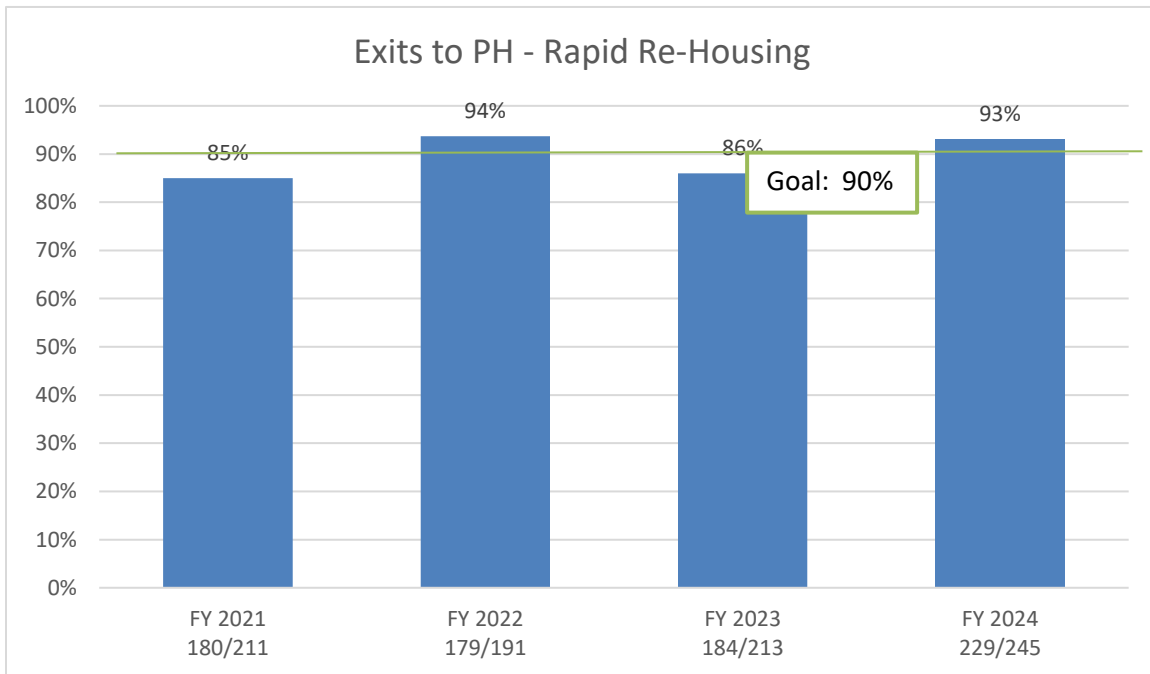
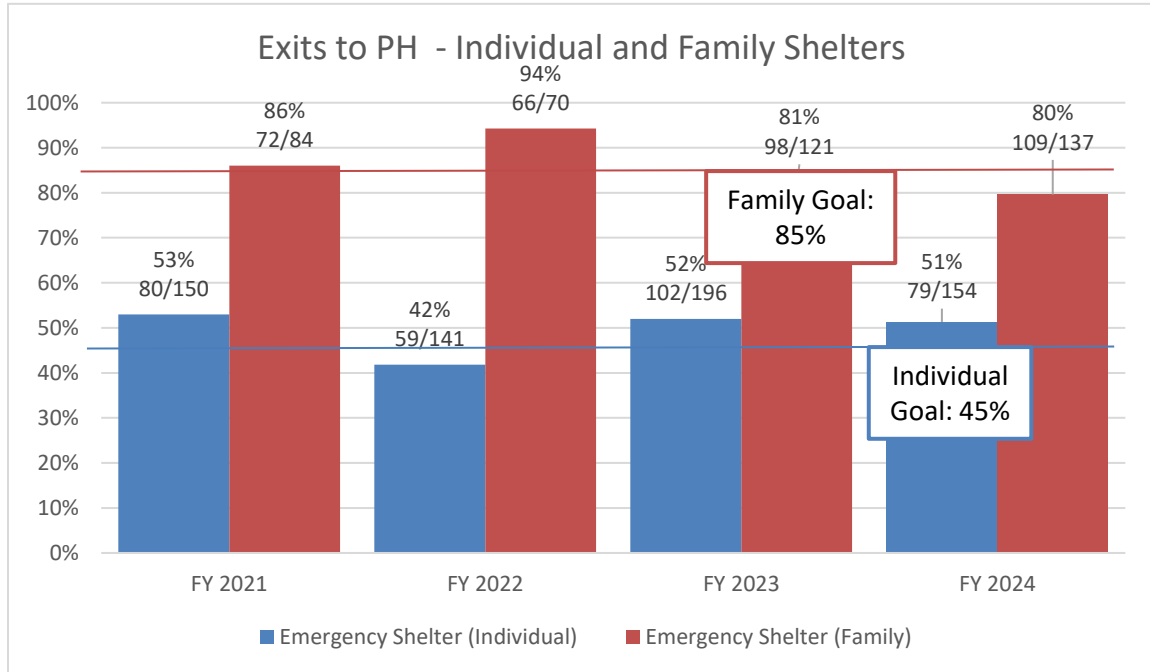
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<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"><li>Given that the HUD CoC Competition has now moved to a two-year process, DHS will be reviewing “off-year” activities of CoC projects and CoC oversight, to include deeper evaluations and monitoring activities. An implementation plan will be developed after the close of the 2024 HUD competition.</li><li>Project monitoring will continue in FY 2025 with reviews of each non-profit selected through the Homeless Services RFP and HUD-funded projects</li></ul>	Q2 – Q3 FY 2025  Q2 – Q4 FY 2025
<b>Forecast</b>	
<ul style="list-style-type: none"><li>The CoC expects 1 additional project will be included in the annual evaluation pending their start dates: 1 new DV RRH project.</li><li>In FY 2024, the CoC expects to meet the goal/target of 100%.</li></ul>	

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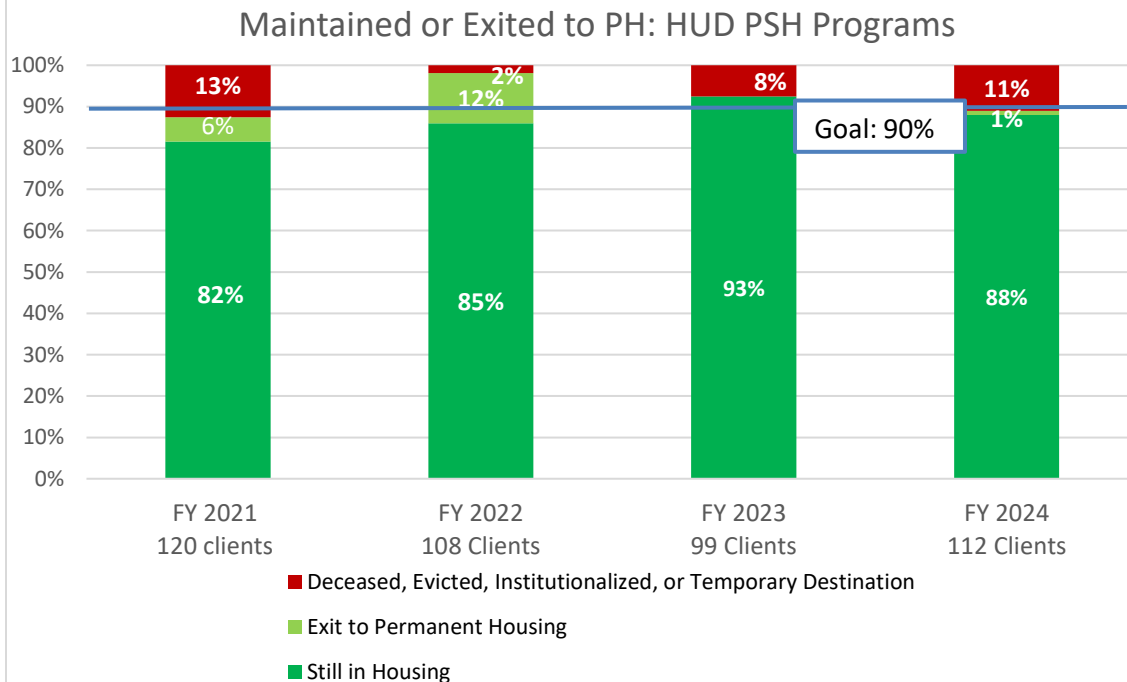
### CoC Services

#### Measure 3.1 Participants Exiting to Permanent Housing (PH)





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### Data Summary

- The CoC measures the percentage of persons served that move into permanent housing from emergency shelter, rapid re-housing, and permanent supportive housing programs (HUD funded only projects).
- The CoC has established goals for housing stability (exits to permanent housing) for each intervention.
- The Annual Progress Report (APR) is run on a quarterly basis for all programs. A year-end report is generated to identify the annual percentages.

### What is the story behind the data?

- In FY 2024, single adult emergency shelters exceeded their permanent housing exit rate goal of 45% for the 2<sup>nd</sup> year in a row and for the 3<sup>rd</sup> time within the past 4 years. Fifty-one percent (51%) of single adults who exited shelter moved into permanent housing.
  - There was some variation between HSC and RPC shelters. PathForward, who expended their RRH assistance early in the year, exited 82 people from HSC. Of the 82 people who exited, 29 (or 35%) moved into permanent housing. Forty-two percent (42%) returned to homelessness.
  - New Hope Housing exited 84 people from RPC, 51 or (60%) of whom exited to permanent housing. Eleven (11) people exited back to homelessness.
- Permanent housing exits declined for family shelters in FY 2024, not meeting the permanent housing goal of 85%. Nearly 80% of persons who exited moved into permanent housing.
  - As was seen for single adult emergency shelters, there was variation between family shelters. Doorways exited fewer families (59 people) overall given the shift in operations of the Family Home during FY 2024; however, 91% moved to permanent housing.
  - Bridges to Independence exited 82 people in FY 2024, of which 50 (61%) moved to permanent housing. Bridges to Independence staff shared two presenting dynamics in FY 2024 that impacted these outcomes: Additional efforts to assist families via the x1010 line afterhours resulted in very short stays (overnight/weekends) for families in need of

## FY 2024 PERFORMANCE PLAN

emergency shelter. These stays were meant to be temporary, with many families then being directed to DHS for further assessment or alternative shelter placement. In FY 2024, Bridges also noted serving more 2 parent families who experienced interpersonal violence or DV, resulting in one of the adults exiting the shelter prior to reaching a successful housing outcome.

- Despite challenges with funding, Rapid Rehousing programs exceeded the permanent housing exit rate goal of 90%. Ninety-three percent (93%) of people who exited (229 of 245 exits) resulted in a permanent housing destination. Only 2% of people who exited (5 people) returned to homelessness at the time of their exit.
- CoC PSH programs did not meet the permanent housing retention/exit rate goal of 90%. Eight-eight percent (88%) of PSH participants remained in permanent housing or exited to other permanent housing.
  - 99 of 112 persons served maintained housing.
  - 13 of 112 persons served exited PSH. Of that 2 people returned to a homeless situation, 1 person moved into a temporary situation, 3 people went to institutional settings, 1 person exited to permanent housing, 5 people passed away, and 1 person exited to another destination.

Recommendations	Target Dates
<ul style="list-style-type: none"> <li>• Quarterly performance reviews from emergency shelter will be monitored by DHS project officers, the CoC D&amp;E Sub-Committee, and CoC Executive Committee.</li> </ul>	Quarterly
<ul style="list-style-type: none"> <li>• DHS Homeless Services staff will review DHS quarterly reports and random, ad-hoc performance reports. Performance discussions are incorporated into quarterly check-ins with each shelter provider.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>• Quarterly performance of Rapid Rehousing and Permanent Supportive Housing will be monitored by DHS project officers, the CoC D&amp;E Sub-Committee, and CoC Executive Committee.</li> </ul>	Quarterly
<ul style="list-style-type: none"> <li>• The CoC will monitor By-Names List and case conferencing processes, and RRH and PSH vacancies to support timely housing placements, shelter lengths of stay, and housing outcomes.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>• The CoC will review shelter exit data by race and ethnicity. This evaluation will occur with the CoC more broadly, including D&amp;E, the new Racial Equity Taskforce, and CoC Executive Committee.</li> </ul>	Bi-Annually (mid-year and end of FY 2025)
<ul style="list-style-type: none"> <li>• The CoC Housing Locator will continue to monitor housing trends and vacancies to support CoC providers in timely housing placements.</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>• Explore opportunities to strengthen relationships with the Arlington Employment Center to enhance employment opportunities for clients.</li> </ul>	Q3 FY 2025
Forecast	
<ul style="list-style-type: none"> <li>• In FY 2025, exits to permanent housing should meet CoC goals and targets: 90% for PSH, 90% for RRH, 85% for family shelters, and 45% for single adult shelters.</li> </ul>	

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### CoC Services

Measure	3.2	Homeless Recidivism (Emergency Shelter Re-Entry)											
Data	<div><div>Recidivism Rate</div><table><thead><tr><th>FFY</th><th>Recidivism Rate</th></tr></thead><tbody><tr><td>FFY 2020</td><td>12%</td></tr><tr><td>FFY 2021</td><td>12%</td></tr><tr><td>FFY 2022</td><td>4%</td></tr><tr><td>FFY 2023</td><td>11%</td></tr></tbody></table><div>Goal: ≤20%</div></div>			FFY	Recidivism Rate	FFY 2020	12%	FFY 2021	12%	FFY 2022	4%	FFY 2023	11%
FFY	Recidivism Rate												
FFY 2020	12%												
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Data Summary	<ul style="list-style-type: none"><li>Recidivism is defined as the percentage of persons who returned to homelessness within two years of exiting a homeless program to permanent housing.</li><li>A standardized Systems Report is generated from the HMIS system on a yearly basis. This report will be run in conjunction with the federal fiscal year (FFY), October 1 – September 30 of each year. This report informs the County of the overall percentage of persons that return to homelessness after being housed. More importantly, it provides a breakdown of the timeframe in which the household returned to homelessness (e.g., within 30-90 days after being housed, up to two years).</li></ul>												
What is the story behind the data?													
<ul style="list-style-type: none"><li>While the CoC’s recidivism rate increased from FFY 2022, the CoC continues to meet and exceed its goal, with return rates at a lower rate than its threshold of 20%. In FFY 2023 (October 2022 – September 2023), the CoC measured 11% of exits to permanent housing in the prior two years returned to homelessness.</li><li>Arlington County has experienced a higher rate of evictions since the pandemic, and while efforts to prevent evictions or divert persons from homelessness are made, new financial caps on assistance and increasing rents may account for some of these returns.</li><li>In FY 2024, the CoC has maintained case consultation and case conferencing practices to assist clients in shelter, RRH and PSH and coordinate care and services in efforts to prevent returns to homelessness. Despite these efforts, the CoC has voiced observations that the presenting challenges faced by persons served has increased, to include the specialized needs of older adults, persons experiencing mental illness and substance use, and more clients who are not interested in engaging support services. These types of challenges increase difficulties for CoC staff in engaging and assisting people towards independent living.</li></ul>													
Recommendations			Target Dates										
<ul style="list-style-type: none"><li>The CoC will continue to coordinate with other systems of support to improve coordination and access to services. The CoC governance is</li></ul>			Ongoing										

### FY 2024 PERFORMANCE PLAN

<p>engaging in those efforts, to include collaborative discussions, cross-sector meetings and trainings, and other relationship-building efforts.</p> <ul style="list-style-type: none"><li>• The CoC will leverage other opportunities and housing assistance to promote access to resources that can assist clients in sustaining PH (i.e. Local and CoC PSH, Housing Grants, Housing Grants for TAYs, HCVP, etc.).</li></ul>	Ongoing
<b>Forecast</b>	
<ul style="list-style-type: none"><li>• The CoC anticipates returns will remain below the CoC's threshold like past years (roughly 12%) given the return to pre-pandemic performance trends.</li></ul>	