

**FY 2015 PERFORMANCE PLAN**

<b>Permanent Supportive Housing</b>	EID/HAB	Sara Thompson x1316 Alan Orenstein x0927
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Program Purpose	<ul style="list-style-type: none"> <li>House and support low-income adults with disabilities in permanent, affordable apartments</li> </ul>
Program Information	<ul style="list-style-type: none"> <li>Evidence-based model provides affordable housing integrated in the community.</li> <li>Leases are in clients' names; clients pay 30% of income toward rent.</li> <li>Clients have an active case with DHS case manager or are youth exiting foster care.</li> <li>Services are flexible, voluntary, and not a condition of the lease.</li> <li>Staff assists with money management, medication management, and development of daily living skills.</li> <li>Subsidies: 82% local funds (\$2,064,870) and 17% federal funds (\$421,786) and 1% Marbella public/private partnership (\$38,950).</li> <li>The average monthly subsidy per client was \$960 (federal), \$906 (local) and \$503 for Marbella in FY 2015.</li> <li>Permanent Supportive Housing (PSH) development phases are:             <ul style="list-style-type: none"> <li>Secured units: DHS Director signs rental subsidy commitment letter; County Board approves financing; landlord agrees to set aside PSH units.</li> <li>Contracted units: Landlord and County sign 5-year PSH contract (contingent on annual appropriations).</li> <li>Designated units: Landlord declares units ready for occupancy after new construction/rehab/vacancy.</li> <li>Leased units: Tenant signs the lease.</li> </ul> </li> <li>Partners: CPHD, landlords and developers, Arlington Thrive, support services contractors.</li> </ul>

**PM1: How much did we do?**

Staff	<p>Total of 6.9 FTEs:</p> <ul style="list-style-type: none"> <li>1.0 FTE Supportive Housing Services Manager</li> <li>2.0 FTE Housing Support Services Specialist</li> <li>0.5 FTE Housing First Case Manager</li> <li>0.4 FTEs Housing Eligibility Workers/Specialists (20% of 2 staff)</li> <li>3.0 FTEs Case Managers (6% of 51 staff in BHD, ADSD, and CFSD)</li> </ul> <p>In addition, contracted staff support clients at the Arlington Mill Supportive Studio</p>
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Customers		<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
Units of Service	Occupied PSH Households	180 (152 local, 28 federal)	190 (163 local, 27 federal)	201 (172 local, 29 federal)
	New tenants placed per year	42	45	48
	Average number of individuals waiting for PSH housing per month	33	32	32
	Participating landlords	12	13	14

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**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	Case manager home visits completed within 90 days during each quarter

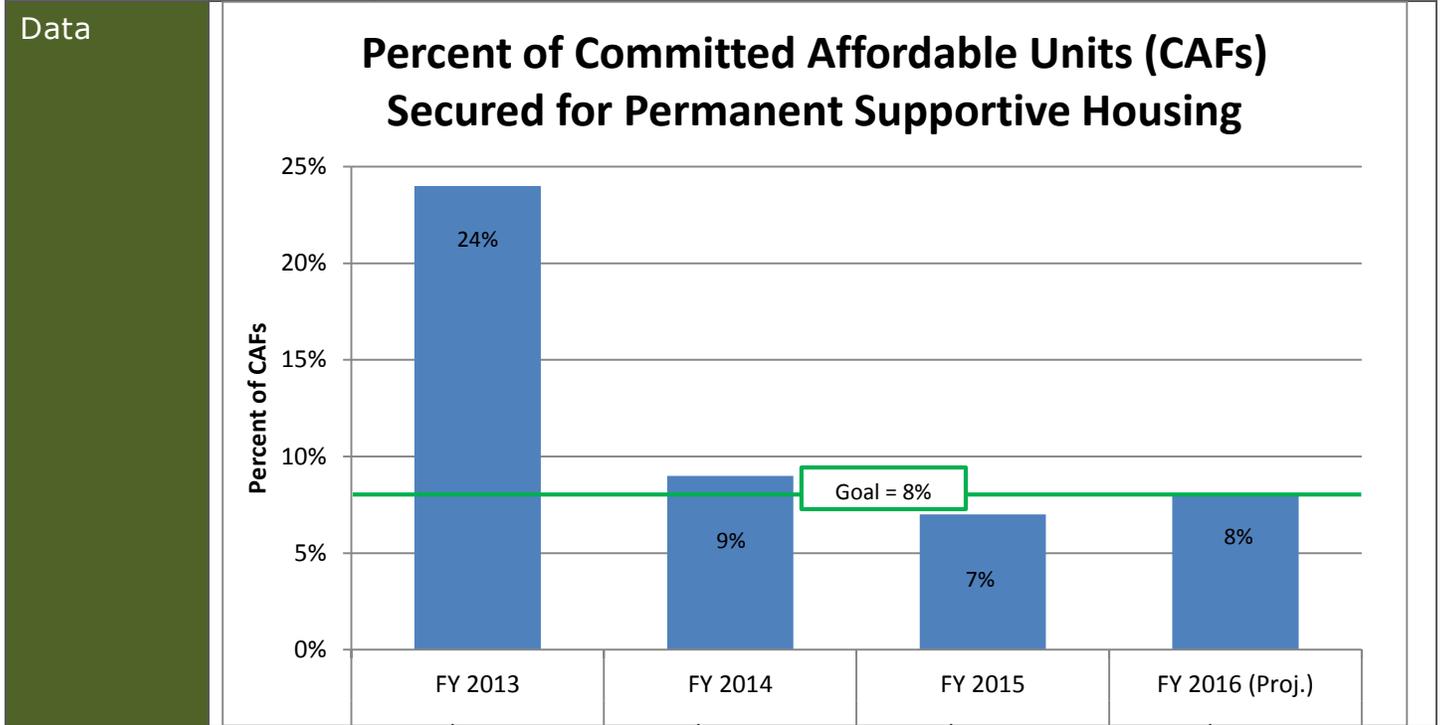
**PM3: Is anyone better off?**

3.1	Approved applicants who obtain housing
3.2	Effectiveness of housing support services
3.3	PSH tenants who remain in permanent housing

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**Permanent Supportive Housing**

<b>Measure</b>	2.1	New committed affordable units (CAFs) secured each year for Permanent Supportive Housing (PSH)
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<b>Data Summary</b>	<ul style="list-style-type: none"> <li>• 7%, or 25 of 369 Committed Affordable Units were secured for PSH in FY 2015. Goal of 8% not met.</li> <li>• Units are considered “secured” when a project is approved and has Board Approved County funds.</li> <li>• Data is collected from Community Planning and Housing Department (CPHD) reports.</li> </ul>
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<b>What is the story behind the data?</b>	<b>Recommendations</b>
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<ul style="list-style-type: none"> <li>• For the first time in several years, the percent of CAFs secured did not meet its goal of 8%. However, it should be noted that the goal was missed by only 1%.</li> <li>• The PSH program is largely 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to negotiate with developers to secure a percent of CAFs for PSH tenants.</li> <li>• Approach landlords about amending contracts to add PSH units to existing properties.</li> <li>• Approach landlords about developing new small scale projects for PSH.</li> <li>• Continue to work with CPHD to learn about development opportunities.</li> <li>• Continue to attend Housing Commission meetings to learn about development opportunities.</li> </ul>
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<b>Forecast</b>
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<ul style="list-style-type: none"> <li>• In FY 2016, it is projected that 8% of new CAFs will be secured for PSH.</li> </ul>
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Permanent Supportive Housing																						
Measure	2.2	Landlord satisfaction																				
Data	<div style="text-align: center;"> <h3>Landlord Satisfaction</h3> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <thead> <tr> <th>Fiscal Year</th> <th>Satisfied</th> <th>Neutral</th> <th>Dissatisfied</th> <th>Respondents</th> </tr> </thead> <tbody> <tr> <td>FY2014</td> <td>83%</td> <td>10%</td> <td>7%</td> <td>30</td> </tr> <tr> <td>FY2015</td> <td>89%</td> <td>11%</td> <td>0%</td> <td>9</td> </tr> <tr> <td>FY2016 (proj)</td> <td>90%</td> <td>10%</td> <td>0%</td> <td>~30</td> </tr> </tbody> </table> </div>		Fiscal Year	Satisfied	Neutral	Dissatisfied	Respondents	FY2014	83%	10%	7%	30	FY2015	89%	11%	0%	9	FY2016 (proj)	90%	10%	0%	~30
Fiscal Year	Satisfied	Neutral	Dissatisfied	Respondents																		
FY2014	83%	10%	7%	30																		
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FY2016 (proj)	90%	10%	0%	~30																		
Data Summary	<ul style="list-style-type: none"> <li>Overall satisfaction rate of 89% with 9 respondents. Goal is 90%. The survey was distributed to 35 landlords and property managers with a response rate of 26%.</li> <li>FY 2014 satisfaction rate was 83%, based on the responses of 30/53 recipients (response rate 57%).</li> <li>The survey is distributed to landlords and property managers via email. Survey asks questions regarding ability of PSH staff to be helpful during lease-up process, responsiveness to tenancy issues, and overall satisfaction with PSH program.</li> </ul>																					
<b>What is the story behind the data?</b>		<b>Recommendations</b>																				
<ul style="list-style-type: none"> <li>While the percent satisfaction increased from FY 2014-FY 2015, the response rate was significantly less, making it hard to evaluate a true increase in satisfaction. Part of the low response rate may have been due to staff turnover at apartment communities.</li> </ul>		<ul style="list-style-type: none"> <li>Maintain regular communication and meetings with landlords.</li> <li>Provide more reminders to landlords to fill out leasing survey.</li> </ul>																				
<ul style="list-style-type: none"> <li>Distribution of survey was late in the fiscal year, thus not allowing much time for reminders by PSH staff.</li> </ul>		<ul style="list-style-type: none"> <li>Send out survey earlier in the fiscal year.</li> </ul>																				
<b>Forecast</b>																						
<ul style="list-style-type: none"> <li>In FY 2016 it is projected that 90% of survey respondents will be satisfied with PSH supports.</li> </ul>																						

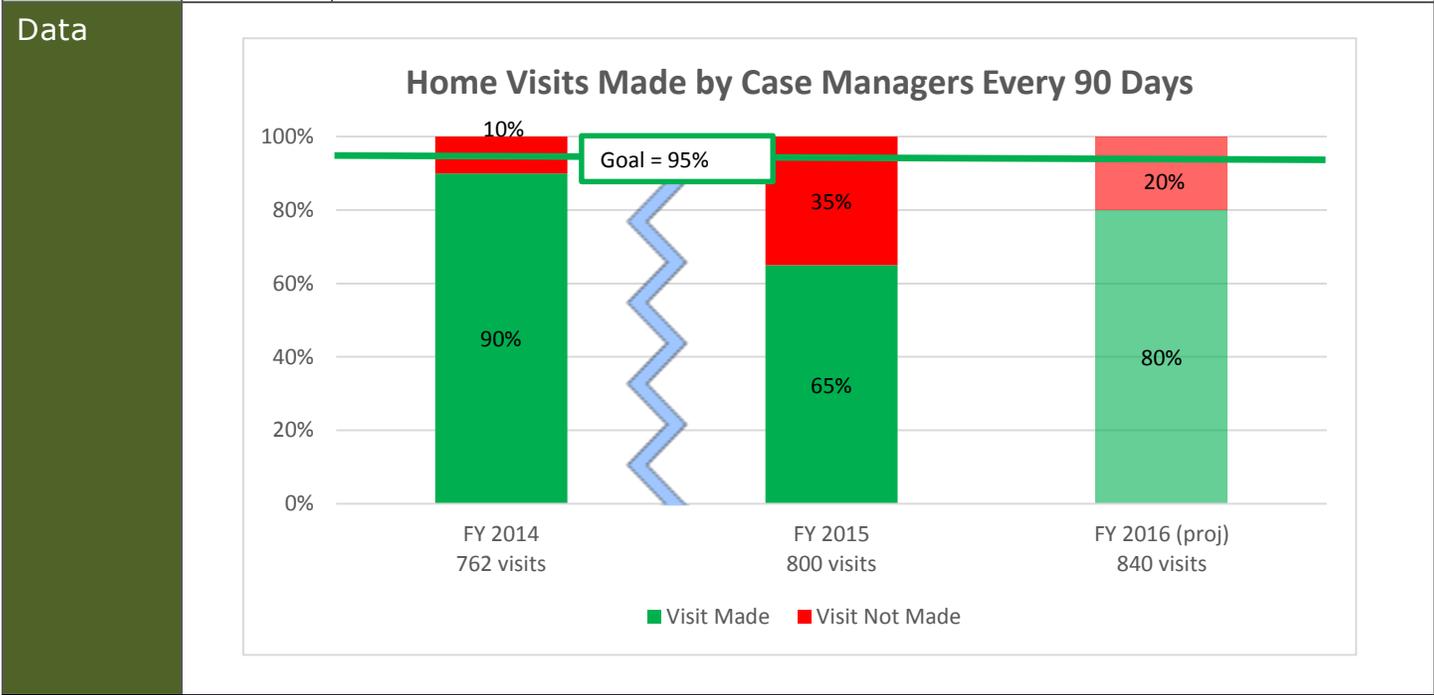
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Permanent Supportive Housing																	
Measure	2.3	Timeliness of obtaining housing															
Data	<div style="text-align: center;"> <p><b>Median Months From Approval to Move-In for Applicants in Each Fiscal Year</b></p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Median Months From Approval to Move-In for Applicants</caption> <thead> <tr> <th>Fiscal Year</th> <th>Median Months</th> <th>Number of Applicants</th> </tr> </thead> <tbody> <tr> <td>FY 2013</td> <td>3</td> <td>42</td> </tr> <tr> <td>FY 2014</td> <td>5</td> <td>45</td> </tr> <tr> <td>FY 2015</td> <td>7</td> <td>48</td> </tr> <tr> <td>FY 2016 (projected)</td> <td>5</td> <td>48</td> </tr> </tbody> </table> </div>		Fiscal Year	Median Months	Number of Applicants	FY 2013	3	42	FY 2014	5	45	FY 2015	7	48	FY 2016 (projected)	5	48
Fiscal Year	Median Months	Number of Applicants															
FY 2013	3	42															
FY 2014	5	45															
FY 2015	7	48															
FY 2016 (projected)	5	48															
Data Summary	<ul style="list-style-type: none"> <li>• FY 2015: Median was seven months from application approval to move-in—goal was not met.</li> <li>• Data was collected from the Homeless Management Information System.</li> </ul>																
<b>What is the story behind the data?</b>		<b>Recommendations</b>															
<ul style="list-style-type: none"> <li>• Increased time to move in can be attributed to construction delays for the Shell and Buckingham Village units, which accounted for 23% of FY 2015 placements.</li> </ul>		<ul style="list-style-type: none"> <li>• Stay the course - Continue with goal of three months from approval to move-in.</li> </ul>															
<ul style="list-style-type: none"> <li>• Many individuals in PSH pool have housing barriers (poor credit, criminal history) that cause delays in lease application and approval process.</li> <li>• The individuals who are being referred to PSH have higher housing barriers than in previous years. This translates to a longer housing search.</li> </ul>		<ul style="list-style-type: none"> <li>• Continue to establish language in county contracts with landlords encouraging landlords to accept individuals with high housing barriers.</li> <li>• Ensure landlords are satisfied with PSH program and tenants.</li> <li>• Recruit additional landlords for PSH who will house individuals with high housing barriers.</li> <li>• Continue work with Landlord Partnership group, which is part of the 10 Year Plan to End Homelessness and addresses housing barriers with landlords.</li> </ul>															
<b>Forecast</b>																	
<ul style="list-style-type: none"> <li>• FY 2016: anticipate median of five months to obtain housing.</li> </ul>																	

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**Permanent Supportive Housing**

<b>Measure</b>	2.4	Case manager home visits completed within 90 days during each quarter.
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<b>Data Summary</b>	<ul style="list-style-type: none"> <li>• This is a revised measure. FY 2014 measure counted the percentage of individuals who received a home visit every quarter.</li> <li>• In FY 2015, the percent of home visits conducted every 90 days was 65%.</li> <li>• In FY 2014, the percent of home visits conducted every quarter was 90%, still short of the goal of 95%.</li> <li>• Data collected from the Homeless Management Information System.</li> </ul>
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<b>What is the story behind the data?</b>	<b>Recommendations</b>
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<ul style="list-style-type: none"> <li>• The measure was revised in order to more accurately measure the frequency of home visits. The expectation is that PSH tenants must have a home visit at least every 90 days. The previous measure only counted if a person was seen during a quarter – which lead to individuals being seen every 6 months, but technically meeting the goal of a quarterly home visit.</li> <li>• There was initial confusion among staff that home visits must be done every 90 days, as opposed to once per quarter.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to remind PSH tenants that home visits are part of the program.</li> <li>• Continue training DHS case managers.</li> <li>• Remind staff of change in performance measure.</li> <li>• Consider revising completion rate goal to 90%.</li> </ul>
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<ul style="list-style-type: none"> <li>• While the change in the measure resulted in a significant decrease in</li> </ul>	<ul style="list-style-type: none"> <li>• Continue training DHS case managers.</li> </ul>
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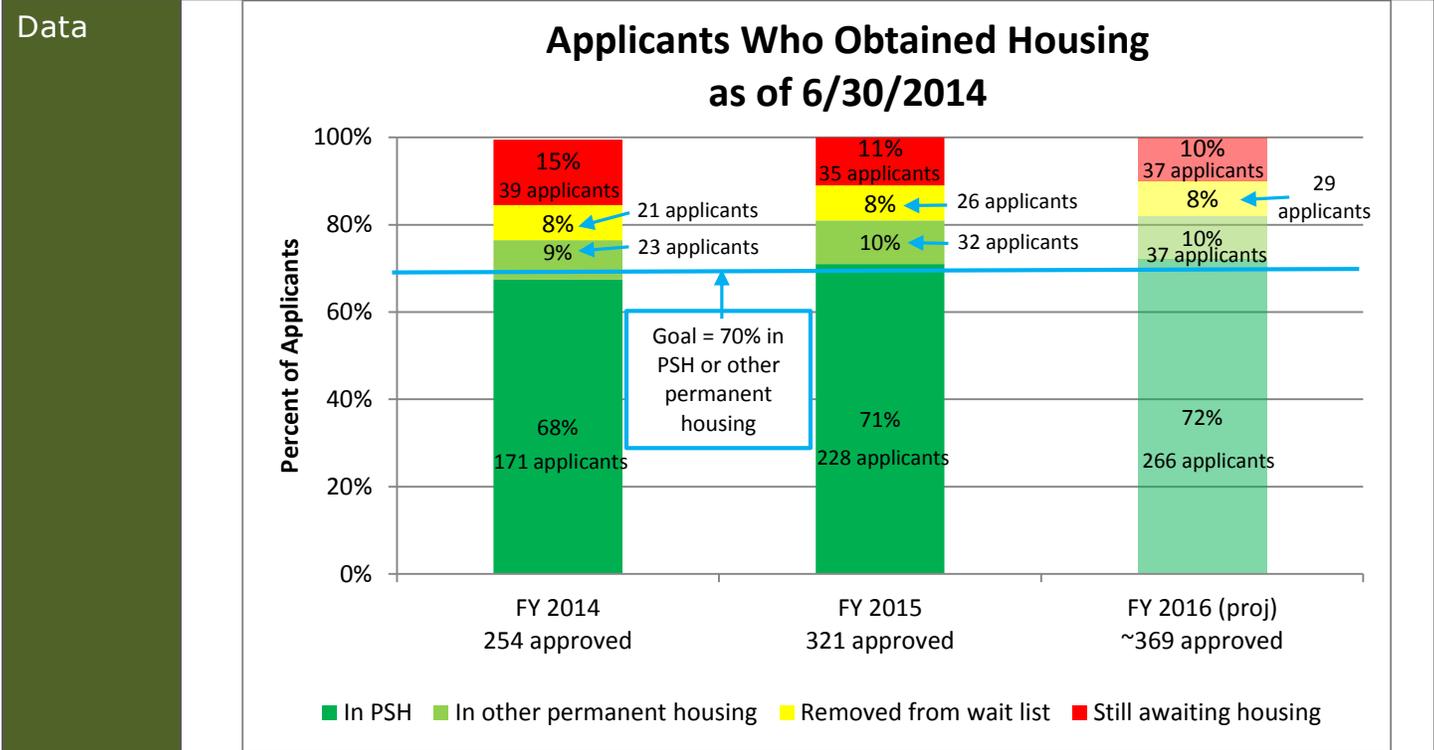
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<p>compliance with the measure, it should be noted that over the first three quarters, the percentage of individuals who received a home visit every 90 days increased by 21 percentage points (52% in first quarter to 73% in the third quarter).</p>	<ul style="list-style-type: none"> <li>• Remind staff of change in performance measure.</li> <li>• Continue to send reminders to staff regarding 90 day home visit requirement.</li> <li>• Recommend that home visits coincide with 90 day treatment plan review.</li> </ul>
<ul style="list-style-type: none"> <li>• In the fourth quarter, the number of tenants who received a home visit every 90 days decreased to 64%. One of the outpatient mental health teams had significant turnover and vacancies which resulted in very high caseloads.</li> </ul>	<ul style="list-style-type: none"> <li>• Collect information on case load ratios.</li> <li>• Continue to provide training to new staff on the 90 day requirement for home visits.</li> </ul>
<p><b>Forecast</b></p>	
<ul style="list-style-type: none"> <li>• FY 2016: anticipate 80% of tenants will receive home visits once every 90 days.</li> </ul>	

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**Permanent Supportive Housing**

**Measure** 3.1 Approved applicants who obtain housing



**Data Summary**

- As of 6/30/2015: 81% of all applicants approved in FY 2010-2015 had been placed in permanent housing: 71% in PSH and 10% in other permanent housing. 11% of applicants were still awaiting housing. 8% were removed from the waitlist without obtaining permanent housing.
- Exceeds local goal of 70% of applicants obtaining housing.
- Data collected from the Homeless Management Information System.

**What is the story behind the data? Recommendations**

- Factors contributing to applicants successfully obtaining housing:
  - Contracts with landlords for PSH units.
  - Ongoing communication between landlords and PSH staff.
  - Specialized housing location services.
  - PSH staff advocacy to appeal denied applications.

- Stay the course.

- Factors contributing to PSH applicants remaining in the pool awaiting housing:
  - Client Barriers – criminal history, prior evictions, poor credit.

- Continue to put language in county contracts with landlords encouraging acceptance of individuals with high housing barriers.

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<ul style="list-style-type: none"><li>○ System Barriers – Low vacancy rate, staff capacity to place additional tenants, available funds for rental subsidies, restrictive screening criteria of some landlords.</li></ul>	<ul style="list-style-type: none"><li>• Request adequate funds to cover costs of existing units and new development.</li></ul>
<ul style="list-style-type: none"><li>• A few individuals are removed from wait list each year because they are in jail, have dropped out of services, or have left the area.</li></ul>	<ul style="list-style-type: none"><li>• Continue to monitor reasons individuals are removed from wait list.</li></ul>

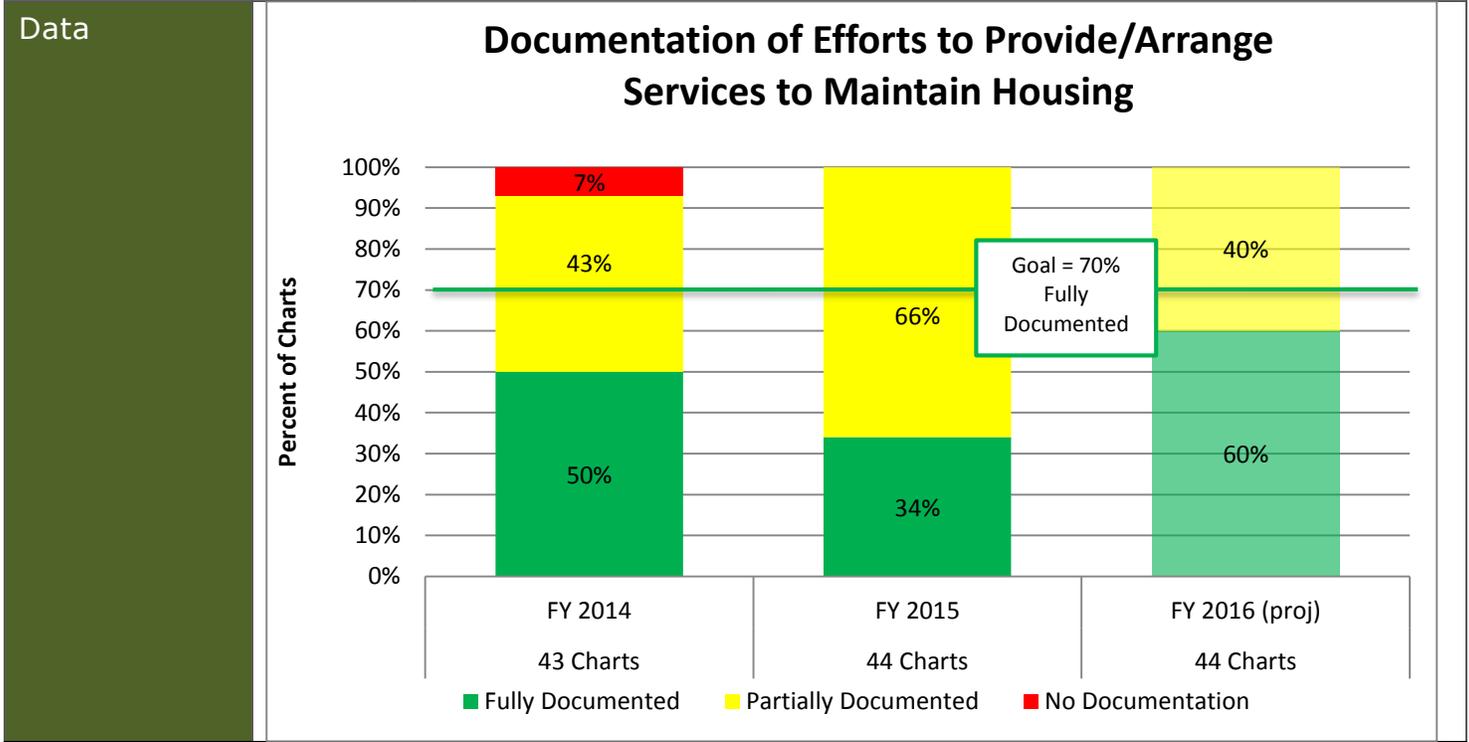
**Forecast**

- By end of FY 2016: anticipate 72% of applicants who had been approved in FY 2010-2015 will have been housed through PSH, 10% housed in other permanent housing, 8% removed from the waiting list, and 10% still awaiting housing. This goal will be revised next year to be measured on a yearly basis instead of a cumulative basis.

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**Permanent Supportive Housing**

Measure	3.2	Effectiveness of housing support services
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Data Summary	<ul style="list-style-type: none"> <li>• 44 PSH charts were randomly selected by Compliance and Records Management (CRT).             <ul style="list-style-type: none"> <li>○ 34% of charts audited fully documented concerted efforts to provide or arrange for appropriate services for the clients to maintain housing. A chart contains full documentation of efforts if all service requirements are met (i.e. home visit every 90 days, assessment that references PSH, service plans documenting housing supports, etc.)</li> <li>○ 66% of charts audited partially documented concerted efforts to provide or arrange for appropriate services for the clients to maintain housing. A chart meets partial documentation of efforts if some, but not all, of service requirements are met.</li> </ul> </li> <li>• Goal is that 70% of charts audited will demonstrate full documentation of efforts to provide or arrange for appropriate services for the clients to maintain housing.</li> <li>• Data collected from April 2015 audit.</li> </ul>
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<b>What is the story behind the data?</b>	<b>Recommendations</b>
<ul style="list-style-type: none"> <li>• In FY 2015, all charts reviewed had at least some documentation of efforts. Percentage of charts containing full documentation of efforts decreased from 50% in FY 2014 to 36% in FY 2015.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with on-going monitoring of charts.</li> <li>• PSH staff to develop a one-page document outlining PSH documentation requirements.</li> </ul>

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<ul style="list-style-type: none"><li>• Decrease in full documentation of efforts is attributed to home visits not being done every 90 days, which is part of the definition of efforts to provide services to maintain housing.</li></ul>	<ul style="list-style-type: none"><li>• Continue to monitor home visits closely and send reminders to case management managers and staff.</li></ul>
<ul style="list-style-type: none"><li>• PSH staff need to work with case management managers to communicate documentation requirements and service expectations.</li></ul>	<ul style="list-style-type: none"><li>• Continue with on-going training for staff which is conducted twice per year.</li><li>• Continue with quarterly PSH manager meetings to create a venue for open communication with managers about PSH and expectations PSH has of case managers.</li></ul>

### Forecast

- In FY 2016, it is anticipated that 60% of charts reviewed will be fully compliant in documenting efforts to provide appropriate housing interventions and 40% of charts reviewed will be in partial compliance of documentation of efforts to provide appropriate housing supports.

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Permanent Supportive Housing																										
Measure	3.3	PSH tenants who remain in permanent housing																								
Data	<div style="text-align: center;"> <p><b>Tenants Remaining in Permanent Housing: All Tenants Served</b></p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Tenants Remaining in Permanent Housing Data</caption> <thead> <tr> <th>Year</th> <th>Total Tenants</th> <th>Still in PSH Housing</th> <th>Other permanent housing</th> <th>Deceased</th> <th>Evicted</th> </tr> </thead> <tbody> <tr> <td>FY2004-2014</td> <td>310</td> <td>62% (192)</td> <td>19% (59)</td> <td>3% (9)</td> <td>16% (50)</td> </tr> <tr> <td>FY 2004-2015</td> <td>357</td> <td>57% (203)</td> <td>22% (79)</td> <td>3% (11)</td> <td>18% (64)</td> </tr> <tr> <td>FY 2004-2016 (proj)</td> <td>~405</td> <td>60% (243)</td> <td>23% (93)</td> <td>3% (12)</td> <td>14% (57)</td> </tr> </tbody> </table> <p>Legend: ■ Still in PSH Housing ■ Other permanent housing ■ Deceased ■ Evicted</p> </div>		Year	Total Tenants	Still in PSH Housing	Other permanent housing	Deceased	Evicted	FY2004-2014	310	62% (192)	19% (59)	3% (9)	16% (50)	FY 2004-2015	357	57% (203)	22% (79)	3% (11)	18% (64)	FY 2004-2016 (proj)	~405	60% (243)	23% (93)	3% (12)	14% (57)
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FY 2004-2016 (proj)	~405	60% (243)	23% (93)	3% (12)	14% (57)																					
Data Summary	<ul style="list-style-type: none"> <li>79% of PSH tenants served since program inception have remained in permanent housing – 57% in PSH and 22% in other housing programs. In FY 2014, 81% of individuals remained in permanent housing.</li> <li>Did not meet goal of 90% of PSH tenants remaining in permanent housing.</li> <li>Data collected from the Homeless Management Information System.</li> </ul>																									
<b>What is the story behind the data?</b>		<b>Recommendations</b>																								
<ul style="list-style-type: none"> <li>Factors contributing to tenants maintaining housing:                             <ul style="list-style-type: none"> <li>Resolution of tenancy issues through ongoing communication between property manager, PSH staff, tenant, and case manager.</li> <li>Quarterly meetings with landlords.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>Continue to provide housing supports to individuals.</li> <li>Continue to provide training to staff on housing-focused case management.</li> </ul>																								

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<ul style="list-style-type: none"> <li>○ Commitment from property managers to keeping individuals housed.</li> </ul>	
<ul style="list-style-type: none"> <li>• Most individuals who left PSH pursued other permanent housing options such as the Housing Choice Voucher Program (Section 8), Mary Marshall Assisted Living Residence, and Housing Grants.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to assist individuals to transition out of Permanent Supportive Housing into other permanent housing.</li> </ul>
<ul style="list-style-type: none"> <li>• Factors contributing to evictions include substance abuse, criminal activity, and unauthorized occupants.</li> <li>• The percentage of individuals evicted continues to increase (FY 2014 was 16% and FY 2015 was 18%).</li> </ul>	<ul style="list-style-type: none"> <li>• Continue housing support to minimize number of individuals evicted.</li> <li>• PSH manager to review at-risk tenancies with PSH staff during supervision.</li> <li>• Continue to monitor case management services to ensure that tenancy-related supports are being provided.</li> </ul>
<ul style="list-style-type: none"> <li>• Arlington Mill Supportive Studio Wing has had a high eviction rate due to the high needs of the population served. This may lead to an increase in FY 2016 eviction rates despite reconfigured staffing patterns.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop Arlington programming which addresses tenancy issues.</li> </ul>
<ul style="list-style-type: none"> <li>• Tracking who remains in PSH over the life of the program does not accurately reflect year to year changes. For example, the eviction rate for PSH in FY 2015 was 7%; yet when combined with cumulative data the lifetime eviction rate is 18%.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider revising performance measure to look at year to year date, as opposed to cumulative data.</li> </ul>
<p><b>Forecast</b></p>	
<ul style="list-style-type: none"> <li>• FY 2016: anticipate 60% of all tenants served will still be in PSH, 23% moved to other permanent housing, 3% deceased, and 14% evicted.</li> </ul>	