



***Interagency Council on Homelessness
Housing Solutions Committee***



25 July 2022

Meeting Agenda



- I. Welcome & Agenda Review (5 mins)**
 - a) Introduction & Agenda Review**
 - b) Call for Partners Updates/Announcements**
- II. Feedback on Key DC Housing Authority Initiatives (80 mins)**
 - a) Level Setting (20 mins)**
 - b) Breakout Discussion Groups (40 mins)**
 - c) Report Out from Breakout Groups (20 mins)**
- III. Announcements and Reminders (as needed)**
 - a) HOME ARP Plan Hearing**
- IV. Summary and Adjournment (5 mins)**
 - a) Next Meeting: September 19, 2022 from 2 – 3:30 PM**
 - b) Break in August**

Meeting Agenda



- I. Welcome & Agenda Review (5 mins)
- II. Feedback on Key DC Housing Authority Initiatives (80 mins)
 - a) Level Setting (20 mins)
 - b) Breakout Discussion Groups (40 mins)
 - c) Report Out from Breakout Groups (20 mins)
- III. Announcements and Reminders (as needed)
- IV. Summary and Adjournment (5 mins)

Presentation to ICH Housing Solutions Committee



July 2022

Agenda for Level Setting

- I. Housing Choice Voucher Program Business Review
- II. Payment Standards



Housing Choice Voucher Program Business Review



D.C. HOUSING AUTHORITY

HCVP Business Review

Housing Choice Voucher Programs (HCVP) and Eligibility and Continued Occupancy Division (ECOD) has retained consulting services to improve HCVP and ECOD processes.

- ❑ ECOD is responsible for application intake, waiting list management, and eligibility determination across all the programs administered by the Housing Authority.
- ❑ HCVP is responsible for providing rental assistance for tenant-based vouchers.
- ❑ The Business Process Review includes
 - Waiting List Management
 - Direct Referrals for targeted funding (e.g., VASH, locally funded LRSP, etc.)
 - Eligibility
 - Leasing / Recertification
 - Data and Metrics
 - Contract Monitoring and Compliance (Project / Sponsor Based Programs)



HCVP Business Review Project Plan

| Task | Start | Stop | Status |
|---|-----------------|------------------|--------------------|
| Total Project Timeline | 5/2/2022 | 10/1/2022 | In Progress |
| Onsite Introductory Meeting | 5/2/2022 | 5/2/2022 | Complete |
| Review DCHA Policy & Practice | 5/2/2022 | 5/5/2022 | Complete |
| Conduct Individual and Group Interviews/Discussions | 5/2/2022 | 5/5/2022 | Complete |
| Document Current Workflows/Processes | 5/2/2022 | 7/31/2022 | In Progress |
| Closeout Meeting | 7/31/2022 | 7/31/2022 | In Progress |
| Phase IV: Deliverables | | | |
| Stakeholder Engagement | 8/4/2022 | 7/31/2022 | In Progress |
| Analyze and Revise Policy Manuals | 5/9/2022 | 7/31/2022 | In Progress |
| Redesign Business Processes and Service Delivery Models | 8/3/2022 | 7/31/2022 | In Progress |
| Develop Training Curriculum Content, Design & Delivery | 8/3/2022 | 8/31/2022 | Not Started |
| Develop Critical Measures to Drive Continuous Improvement | 5/9/2022 | 7/31/2022 | In Progress |
| Develop Draft Analysis, Recommendations & Strategy | 8/3/2022 | 8/15/2022 | In Progress |
| Submit Draft Analysis, Recommendations & Strategy | 7/22/2022 | 8/20/2022 | In Progress |
| Review Draft with DCHA | 8/15/2022 | 8/25/2022 | Not Started |



Key Discussion Questions

- ❑ What are the barriers/challenges in the current process to effective
 - Administration or planning?
 - Eligibility documentation/determination?
 - Unit searches?
 - Inspections? and
 - Lease up?

- ❑ Do you have recommendations/solutions for the barriers and challenges that you are flagging?

- ❑ What data or metrics are helpful for planning and/or administering the resources that are dedicated to homeless services (i.e. VASH, LRSP, etc)?



Payment Standards Update



D.C. HOUSING AUTHORITY

What are Payment Standards?

- ❑ In the Housing Choice Voucher Program (HCVP), payment standards are used in the calculation of the housing assistance payment (HAP) that the Public Housing Agency (PHA) pays to the owner on behalf of the family leasing the unit.
- ❑ The Code of Federal Regulations defines Payment Standard as the maximum monthly assistance payment for a family assisted in the voucher program (before deducting the total tenant payment by the family)
- ❑ Payment Standards must balance efficient use of HAP dollars with subsidizing families to be competitive in the open rental market.



How are Payment Standards established?

- ❑ Fair Market Rents (FMR) are used as a guide to determine Payment Standards; however the FMR is not in itself the standard used for determining eligible rents.

- ❑ HUD allows PHAs to adjust their Payment Standards
 - up to 110% of FMR without HUD authorization;
 - MTW PHAs can set alternative rent policies, outside of the standard regulations governing the use of FMRs in setting Payment Standards with approval from HUD.

- ❑ Small Area Fair Market Rents (SAFMRs), which HUD adopted in 2016, are based on rents in particular zip codes and therefore reflect neighborhood rents more accurately than metro-level FMRs.

- ❑ Both types of FMR are calculated annually by HUD's Office of Policy Development and Research (PD&R) and made available through the HUD website.



DCHA Payment Standards Timeline

- ❑ In 2009, DCHA decided to use submarkets using an in-house comparable market analysis
- ❑ In October 2014, DCHA adjusted Payment Standards to up to **110% of FMR**.
- ❑ In April 2015, using its MTW authority, DCHA adjusted Payment Standards to up to **130% of FMR** to broaden the market of available units across all wards within the District.
- ❑ On January 2017, DCHA began to use Payment Standards based on **175% of HUD published FMR**
- ❑ Ultimately, in December 2018, DCHA's Payment Standards were increased to up to **187% of FMR** with an effective date of January 1st, 2019.
- ❑ Currently doing a market study to establish whether SAFMRs are inline with the market.



Key Discussion Questions

- What do you appreciate about the current payment standards and want to preserve?
- What are the drawbacks to the current payment standards that need to be addressed?
- What concerns you about the process for establishing new payment standards?
- How can the DCHA alleviate your concerns?
- How many participants in the breakout room know where to find the SAFMRs and have reviewed the SAFMRs for the District?
 - <https://www.huduser.gov/portal/datasets/fmr/smallarea/index.html>



Next Steps for DCHA

- ❑ Workgroups have been established by DCHA
 - Lender Community
 - Landlords
 - Housing Provider Associations
 - Advocates
 - Agency Partners
 - Participants

- ❑ Workgroups will provide input to DCHA to develop recommendations for the Board's consideration – September 2022



Meeting Agenda



- I. Welcome & Agenda Review (5 mins)
- II. Feedback on Key DC Housing Authority Initiatives (80 mins)
 - a) Level Setting (20 mins)
 - b) Breakout Discussion Groups (40 mins)**
 - c) Report Out from Breakout Groups (20 mins)
- III. Announcements and Reminders (as needed)
- IV. Summary and Adjournment (5 mins)

Breakout Discussion Groups



- ❖ Break into 3 discussion groups
 - 1) Tenants, advocates, and lived experience representatives
 - 2) Landlord, developers and lenders
 - 3) Providers (PSHP, VASH, etc.)

- ❖ Total discussion time 40 mins:
 - Voucher Business Process (20 mins)
 - Rent Payment Standards (20 mins)

Voucher Business Process

Key Discussion Questions –Notes from Landlord, Developers, and Lenders Breakout Sections

- ❑ What are the barriers/challenges in the current process to effective. There are challenges at every step of the way.
 - Administration or planning? Units are sometimes associated with the wrong tenant so there are substantial payment issues. Changes to rent payments are not communicated in advance. Sometimes only discover it when going online to check on payments.
 - Eligibility documentation/determination? This takes a really long time so looking forward to self-certification.
 - Unit searches?
 - Inspections? Takes a long time. Not very consistent. Each inspector seems to have their own rules. Not clear what to expect. Now that DHS providers are the liaisons for inspections, with the staff shortage, can be very challenging for property managers to navigate. Also, lots of turnover at the property management level so all around lack of knowledge about the process. and
 - Lease up? Sitting on vacant units longer than typical because of Case Management (feedback related to DHS).
- ❑ Do you have recommendations/solutions for the barriers and challenges that you are flagging? Why are we changing the payment standards at the same time? Can we figure out the business process first, before we tackle rent payment standards?
- ❑ What data or metrics are helpful for planning and/or administering the resources that are dedicated to homeless services (i.e. VASH, LRSP, etc)?



Rent Payment Standards

Key Discussion Questions –Notes from Landlord, Developers, and Lenders Breakout Sections

- What do you appreciate about the current payment standards and want to preserve?

Level of rents currently allows for DCHA clients to access all neighborhoods. These rent increases were intentional and successful.

- What are the drawbacks to the current payment standards that need to be addressed?
- What concerns you about the process for establishing new payment standards?

Uncertainty is the biggest concern. Most of us have built into the proformas the current rent payment standards. There are a lot of other things going on as well: supply chain issues. So would be helpful to get a strong and clear answer sooner rather than later. Landlords are only now finally getting settled into a groove and getting their books cleaned up so not knowing what's coming down the pike is difficult.

Decreases should be limited to what is absolutely necessary, especially for rents and contracts that are already in place.

- How can the DCHA alleviate your concerns?

Address what is driving the discussion around Payment Standards.

- How many participants in the breakout room know where to find the SAFMRs and have reviewed the SAFMRs for the District?
<https://www.huduser.gov/portal/datasets/fmr/smallarea/index.html>

Larger unit sizes are limited in the market.

General comments/questions/concerns:

- DHCD sets contract rents at the rent levels for the year that they applied. DCHA policies should account for these contract rents.
- Currently the DCHA website says that rents may be subject to change every 6 months. Is that still the case?



Voucher Business Process

Key Discussion Questions –Notes from Provider Breakout Sections

- ❑ What are the barriers/challenges in the current process to effective? Do you have recommendations/solutions for the barriers and challenges that you are flagging?
 - Administration or planning?
 - HUD VASH: Strong partnership, very appreciated; biweekly meeting with inspections, QC – review by name list and helps move people through process more quickly
 - VA: Over the last 10-12 months, process to house veterans has taken significantly longer (every step in the process – eligibility determination, etc.); not meeting HUD or VA performance measures (HML3 for HUD VASH – 92% veterans housed by end of FY, now we're at 84%; house veterans within 90 days; permanent housing placement challenge – 375 homeless veterans in DC housed, still have 274 remaining)
 - Monthly DCHA-Provider meetings have been working very well
 - Another Administrative barrier: we need a secure method to exchange information such as applications and other information with clients Persona Identified Health Information. Not all DCHA staff have Window 365 which would allow encryption.
 - Creating a way to look up the name of one's current housing specialist from the website would be a small but very helpful adjustment.
 - Supportive of tenant portal; also would really like tenant status to be visible to providers. (including VASH)
 - Eligibility documentation/determination?
 - VA/VASH: Taking longer than 20-day expectation; would like to see a more streamlined approach with communication with ECOD (e.g. when need additional documents, resubmit applications, notification when eligibility determination completed); recommendation – liaison between VASH and ECOD
 - Need a high-level evaluation of DCHA's role in eligibility determination; does not understand why DCHA or government is involved in eligibility determination at all for local funding; HUD allows nonprofits to determine eligibility for federal programs (e.g. Pathways – can make a determination within 1-2 weeks, HUD annual audits have never found any concerns with their documentation or eligibility process), recommendation to have nonprofits conduct eligibility determination
 - Unit searches?
 - Inspections?
 - Pathways: Has been conducting inspections for 15 years for HUD, never had a concern from HUD; recommendation – nonprofits to conduct inspections, with a requirement for training (whether conducted by nonprofits or DCHA)
 - Lease up?
 - Re recertifications/notices about changes to a tenant's rental portion - it would be helpful if DCHA could send the notice to both the tenant and landlord AND include on the landlord's notice that they are required / strongly encouraged to share that info with the tenant as well. I've seen several instances of a tenant's portion changing and them not knowing until months after because they didn't get the notice from DCHA and the landlords didn't share it with them because they thought they also got it from DCHA.
- ❑ What data or metrics are helpful for planning and/or administering the resources that are dedicated to homeless services (i.e. VASH, LRSP, etc)?



Rent Payment Standards

Key Discussion Questions –Notes from Provider Breakout Sections

- What do you appreciate about the current payment standards and want to preserve?
 - Appreciate that it gives our clients choice to live where they want to live; concern that reducing rate would result in segregation of clients in certain neighborhoods and limit client choice
 - During Covid, there were 1 BR units available at the current rental rates; concerned about what will happen as City reopens, context may change over next 6 months; not hearing any complaints from landlords that rates are too low
- What are the drawbacks to the current payment standards that need to be addressed?
 - There is an issue – inflated rents
 - Even with current rental standards, can be hard to find larger units for families – concerned about further reduction in rents, would exacerbate this challenge
- How can the DCHA alleviate your concerns?
 - Happy to hear that DCHA won't be rolling this out to current voucher holders – think this will be important in protecting those tenants' current units accessibility
 - Miriam's Kitchen drafted slides that they want to share with this group that analyzed likely impact of shifting to 110% of SAFMR, analysis shows it will impact 50%+ of their voucher portfolio



Rent Payment Standards

Key Discussion Questions –Notes from Tenants, Advocates & Lived Experience Reps Breakout Sections

- ❑ What do you appreciate about the current payment standards and want to preserve?
 - ❑ Current standards promote freedom of tenant choice and access to neighborhoods would not ordinarily have access to
- ❑ What are the drawbacks to the current payment standards that need to be addressed?
 - ❑ There is often confusion for both tenants and landlords regardless of rent payment standard, so recommendation for more clear documents and reference materials to clarify
- ❑ What concerns you about the process for establishing new payment standards?
 - Effects on residents/tenants – recognition of why % jumped over years, freedom of mobility and ability to choose with vouchers
 - Impact on current voucher holders - DCHA does not want to adversely impact current voucher holders
 - Current housing market – recognizing how difficult market already is and ability to use vouchers
- ❑ How can the DCHA alleviate your concerns?

Communication improvements – clients and landlords have heard different messaging, public meetings are not always clear. For example, stop using specific % until decision making time

streamline information across meetings and DCHA develop quick reference docs to clarify current vs intended change/process (e.g. safe harbor)

More engagement with consumers – some attending NAEH conference this week so missed this meeting

DCHA should be asking the questions as engage in market and impact analysis:

How many people will be affected? What areas will be inaccessible to people with vouchers with the change?
- ❑ How many participants in the breakout room know where to find the SAFMRs and have reviewed the SAFMRs for the District?
 - <https://www.huduser.gov/portal/datasets/fmr/smallarea/index.html>



Voucher Business Process

Key Discussion Questions –Notes from Tenants, Advocates & Lived Experience Reps Breakout Sections

- DCHA reminder to share out resident survey as well (in addition to stakeholder survey) – no consumers/PLE on call or in this breakout session
- What are the barriers/challenges in the current process to effective
 - Administration or planning?
 - DHS/DCHA roles and overlap – where does the client go to for what
 - Vulnerability of clients going through PSH should be considered throughout the process – e.g. leases are clear, transparency with scheduling inspections, client-friendly materials, etc. recognizing some of this is in concert with DHS providers
 - Eligibility documentation/determination?
 - guidance needs to be clear especially as changes happen, in some cases agency staff not clear on guidance updates when interacting with staff/clients
 - Unit searches?
 - DCHA recognizing funding available to help with other fees in the process to reduce barriers
 - Transportation is a big barrier for clients and trying to locate units via internet search
 - Have heard some in-house at DCHA housing search support? DHS Housing Navigators in play here as well, but not clear how that is available to clients or defined roles between DCHA/DHS;
 - Question – do DHS contracted service providers also have in house housing navigators?
 - DHCD resource available on housing navigation?
 - Inspections? and
 - Lease up?
- Do you have recommendations/solutions for the barriers and challenges that you are flagging? **Recommendation for central unit repository model would be more helpful here!**
- What data or metrics are helpful for planning and/or administering the resources that are dedicated to homeless services (i.e. VASH, LRSP, etc)?
 - Clarify what the data is showing currently to inform where we want to go or what else we want to look at
 - Based on current data – what are the *reasons* behind the length of time? E.g. staffing, etc.
 - Unique to FY22 – given the volume of resources, what are the impediments to the timelines and efforts to correct those?
 - Length of Time – communication about updated documents during eligibility period that may have been initially accepted and delayed the approval dates;
 - Landlords reporting challenges in inspection process – communication streamlining, rescheduling after failed inspections
 - Recommendation for portal to be clear where it is in process, streamlining communication and who is the lead at which point



Meeting Agenda



- I. Welcome & Agenda Review (5 mins)
- II. Feedback on Key DC Housing Authority Initiatives (80 mins)
 - a) Level Setting (20 mins)
 - b) Breakout Discussion Groups (40 mins)
 - c) **Report Out from Breakout Groups (20 mins)**
See notes on the slides for the Breakout Sessions!
- III. Announcements and Reminders (as needed)
- IV. Summary and Adjournment (5 mins)

Meeting Agenda



- I. Welcome & Agenda Review (5 mins)
- II. Feedback on Key DC Housing Authority Initiatives (80 mins)
- III. **Announcements and Reminders (as needed)**
 - a) **HOME ARP Plan Hearing**
- IV. Summary and Adjournment (5 mins)

Overall Strategy for HOME ARP Funds



| Recommended Intervention | Description | Funding |
|--|--|---|
| 1. Non-Congregate Shelter | Feedback received as part of 2/15 Strategic Planning & 2/28 HSG Solns committee meetings. Given that COVID is likely entering an endemic phase and the community greatly appreciates the PEPV (i.e. NCS) model. | HOME ARP |
| 2. Deeply Affordable Housing | Pilot proposed for Recovery Funding as part of Consolidated RFP. Fleshing out the program model in response to feedback that the model(s) need to be expanded to include families as well as singles exiting Rapid Rehousing. | Potential to pilot using State and Local Fiscal Recovery Funds (SLFRF) |
| 3. PSH Plus | Feedback received at 4/04 HSG Solns committee meetings. This is a program model that was fleshed out in 2021 but has yet to be funded. Given the success of PEPV (i.e. NCS), with embedded primary and behavioral health supports, community advocates call for piloting PSH Plus. | Potential to pilot using State and Local Fiscal Recovery Funds (SLFRF) |
| 4. Conversion of ES/TH Facilities | <p>Proposed at 2/15 Strategic Planning & 2/28 HSG Solns committee meetings.</p> <p>Proposed in reaction to the average occupancy rates of facilities in the Family and Veterans Subsystems due to successes in ending/preventing homelessness. Similar successes are anticipated for the Singles Subsystem due to the influx of investments for ending/preventing chronic homelessness in FY22.</p> <p>Also, feedback that it may be easier for ES/TH facilities to convert to NCS first, and then over time, transition to either PSH or the Deeply Affordable Housing model.</p> | <p>HOME ARP funding may be used to support ES/TH facilities converting to NCS.</p> <p>Potential to pilot ES/TH transition to PSH, PSH Plus, or DAH using State and Local Fiscal Recovery Funds (SLFRF)</p> |



Additional Opportunities to Participate



- ❖ Virtual public hearing for HOME ARP Allocation Plan
 - Scheduled for Wednesday 7/27 starting at 6:30 pm
 - Register online at <https://publicinput.com/D56341>
- ❖ DGS Request for Space issued on behalf of DHS
 - Solicitation is available online [here](#)
 - Offers considered on a rolling basis starting June 21 and shall remain open until awarded.

Meeting Agenda



- I. Welcome & Agenda Review (5 mins)
- II. Feedback on Key DC Housing Authority Initiatives (80 mins)
- III. Announcements and Reminders (as needed)
- IV. **Summary and Adjournment (5 mins)**
 - a) **Next Meeting: September 19, 2022 from 2 – 3:30 PM**
 - b) **Break in August**

