

Performance Management Work Group

August 25, 2016

Minutes

Attendees: Janbir Sandhu (HomeFirst), Michelle Covert (Office of Supportive Housing), Maria Magallanes (VA PAHCS), Shelly Barbieri (Office of Supportive Housing), Consuelo Collard (Catholic Charities), Sandra Murillo (Housing Trust Silicon Valley), Jason Satterfield (Bitfocus), Lynn Morison (Abode Services), Jenn Ong (Bitfocus), Alejandra Herrera (Destination: Home), Liz Lucas (Abode Services), Deryk Clark (Bill Wilson Center), Erin Stanton (Office of Supportive Housing), Hilary Barroga (Office of Supportive Housing)

1. Welcome and Introductions

2. CoC Updates

- a. **HMIS Updates:** Bitfocus is looking at data quality for reports and will soon launch a Continuous Data Quality Improvement Plan.
- b. **Coordinated Assessment:** Currently, the coordinated assessment system makes referrals to permanent housing interventions, but our community vision is to have a fully coordinated homelessness response system that includes all shelter and housing interventions in our community. The Office of Supportive Housing and members of the Coordinated Assessment Work Group have spent the summer gathering input from service providers and people experiencing homelessness to inform the planning process to expand coordinated assessment to emergency shelters and transitional housing programs. The Coordinated Assessment Work Group will meet on September 8th. We will discuss what we learned from community input at that meeting.
- c. **HUD CoC NOFA:** The NOFA is in progress and is due to HUD on September 14th. This year the NOFA included submitting our System Performance Measures.
- d. **CoC Schedule**
 - a. Monthly Schedule
 1. HMIS Admins – 1st Thursday
 2. Coordinated Assessment - 2nd Thursday
 3. CoC Training – on hold until after NOFA
 4. Performance Management – 4th Thursday (Quarterly – 2nd month)
 - b. CoC Membership Meeting – September 9 – 1pm – Charcot Training Center

3. CoC Performance Report for 7/1/15-6/30/16

For the past 18 months this Work Group has been developing communitywide performance measures and benchmarks for the CoC, including both the required HUD SPM and locally developed measures. In June we finalized the list and approved benchmarks for the 2016-17 fiscal year. The group reviewed the HUD System Performance Measures for 7/1/15-6/30/16. Note, that the benchmarks that we set for FY16-17 don't apply to 7/1/15-6/30/16 (they're for the current year), but they do provide an interesting comparison.

- a. **Length of time individuals and families remain homeless** – The average and median length of time has gone up, but this measures length of stay in program types, and therefore it is

actually demonstrating an increase in the length of time people are spending in emergency shelter, safe haven, and transitional housing programs, which is not necessarily a bad thing.

Average Length of Time Homeless				
	10/1/13-9/30/14	10/1/14-9/30/15	7/1/15-6/30/16	2016-17 Benchmark
ES & SH	43 Days	46 Days	56 Days	45 Days
ES, SH, & TH	126 Days	155 Days	182 Days	150 Days

Median Length of Time Homeless				
	10/1/13-9/30/14	10/1/14-9/30/15	7/1/15-6/30/16	2016-17 Benchmark
ES & SH	16 Days	16 Days	32 Days	16 Days
ES, SH, & TH	42 Days	53 Days	76 Days	41 Days

- b. **Reductions in returns to homelessness within 2 years of exit to housing** – We exceeded the FY16-17 benchmarks for street outreach, emergency shelter, and the system as a whole in the FY15-16 performance.

Returns to Homelessness	10/1/14-9/30/15	7/1/15-6/30/16	2016-17 Benchmark
Exit from Street Outreach	28.13%	0.00%	27%
Exit from Emergency Shelter	22.25%	17.65%	21%
Exit from Transitional Housing	5.86%	6.93%	6%
Exit from Permanent Housing	1.97%	3.98%	2%
TOTAL	14.28%	11.81%	14%

- c. **Overall reduction in homelessness** – For this measure we look both at the Point-in-Time count, as well as the HMIS Annual Sheltered Count. Both numbers are lower than the prior period.

Point-in-Time Count			
	2013	2015	2017 Benchmark
Sheltered Count	1,957	1,929	--
Unsheltered Count	5,674	4,627	4,164
Total	7,631	6,556	--

Annual HMIS Sheltered Count				
	10/1/13-9/30/14	10/1/14-9/30/15	7/1/15-6/30/16	2016-17 Benchmark
ES Total	5,371	5,139	3,688	5,139
SH Total	24	25	22	25
TH Total	2,091	2,399	3,688	2,399
Unduplicated Total	6,949	6,893	5,322	6,893

- d. **Employment and Income Growth** – This measure focuses only on HUD CoC-funded programs. We need to continue to improve data quality here, but there has been significant improvement in data quality since we started looking at this a few months ago.

Adult Stayers				
	10/1/13-9/30/14	10/1/14-9/30/15	7/1/15-6/30/16	2016-17 Benchmark
Change in Employment Income for Adult Stayers				
# of Adult Stayers	265	312	373	--
% Increased Employment Income	0.75%	0.96%	0.80%	--
Change in Non-Employment Income for Adult Stayers				
# of Adult Stayers	265	312	373	--
% Increased Non-Employment Income	3.77%	3.85%	5.36%	--
Change in Total Cash Income for Adult Stayers				
# of Adult Stayers	265	312	373	--
% Increased Total Cash Income	4.53%	4.49%	5.36%	--

Adult Leavers

	10/1/13-9/30/14	10/1/14-9/30/15	7/1/15-6/30/16	2016-17 Benchmark
Change in Employment Income for Adult Leavers				
# of Adult Leavers	132	311	288	--
% Increased Employment Income	17.42%	20.90%	27.78%	--
Change in Non-Employment Income for Adult Leavers				
# of Adult Leavers	132	311	288	--
% Increased Non-Employment Income	18.94%	12.22%	12.15%	--
Change in Total Cash Income for Adult Leavers				
# of Adult Leavers	132	311	288	--
% Increased Total Cash Income	30.30%	28.94%	32.64%	--

- e. **Reduction in first time homelessness** – This measure looks at people who were enrolled in a program and had no prior homeless enrollment in the past two years. It appears that there are fewer first time homeless people in FY15-16 than in prior years. There are a number of possible explanations for this.

First Time Homeless	10/1/13-9/30/14	10/1/14-9/30/15	7/1/15-6/30/16	2016-17 Benchmark
Unduplicated Total	6,198	6,468	5,293	--
Returning Homeless	1,538	1,725	1,424	--
First Time Homeless	4,660	4,743	3,869	4,506

- f. **Successful housing placement** – We look at: (1) exits from Street Outreach, (2) exits to permanent housing from the system, and (3) exits from or maintenance of permanent supportive housing. The street outreach can be influenced significantly by when a street outreach program exits a client.

Street Outreach	10/1/13-9/30/14	10/1/14-9/30/15	7/1/15-6/30/16	2016-17 Benchmark
Temporary Destinations	2.5%	1.0%	1.8%	
Permanent Destinations	5.2%	2.4%	10.7%	
Total Successful Exits	7.7%	3.4%	12.5%	10%

Exits to Permanent Housing	10/1/13-9/30/14	10/1/14-9/30/15	7/1/15-6/30/16	2016-17 Benchmark
Emergency Shelter	13.2%	12.3%	20.1%	25%
Transitional Housing	54.1%	48.3%	52.1%	75%
Rapid Rehousing	79.1%	61.5%	69.3%	85%
System	22.3%	24.1%	34.6%	25%

Permanent Housing Retention	10/1/13-9/30/14	10/1/14-9/30/15	7/1/15-6/30/16	2016-17 Benchmark
Exit to or Retain Permanent Housing	92.8%	95.6%	97.5%	90%

The group also looked at the local communitywide performance measures.

- a. **Average length of time from coordinated entry assessment to permanent housing:** This metric looks at the length of time from when someone completes the VI-SPDAT to when they are enrolled in a permanent housing program. Originally, we came up with this measure to try to get a more accurate estimate of the length of time people are homeless because HUD's Measure 1 measures length of stay in programs as a proxy of homelessness. However, since that time HUD added the question about how long people have been homeless, so we will have a way to measure length of time homeless. As a result, this measure is now really focused on effectiveness of our coordinated entry system – time from initial assessment to housing.
- b. **Housed clients' monthly income is greater than or equal to \$850/month:** For PSH, we compare the number of people with this income at entry to the number of people with this income at their most recent update after entry. For RRH, the work group will be setting the dollar target

for RRH. The report will look at people currently enrolled and those who exit, and will look at adults (currently the measure looks at all household members).

	10/1/13-9/30/14	10/1/14-9/30/15	7/1/15-6/30/16	2016-17 Benchmark
% entered PSH with \$850+ per month	21%	25%	26%	--
% with \$850+ after PSH participation	32%	31%	28%	60%

c. **Housed clients are enrolled in health insurance.** This is looking at clients who are enrolled at any time.

	10/1/13-9/30/14	10/1/14-9/30/15	7/1/15-6/30/16	2016-17 Benchmark
Rapid Rehousing	50%	93%	98%	90%
Permanent Supportive Housing	55%	60%	64%	90%

d. **Exits to known destinations:** In FY15-16, 66% of exits were to known destinations. This is an improvement over the prior year, but still well below the benchmark of 95%.

4. 2016-17 Performance Measures Dashboard

The group reviewed the beta version of the System Performance Measures dashboard. This dashboard was created to be used as a part of a monthly report to the HLUET committee of the Board of Supervisors. The next step is to finalize the dashboard, which may include incorporating some of the local performance measures. The group reviewed examples of dashboards and visualizations from other communities and brainstormed what we want to include in the final dashboard:

- A measure showing how we're doing with Coordinated Assessment.
- The "Reducing Length of Homelessness" was well received.
- We should consider the audience. A dashboard for industry folks would be good, but the public may need more narrative information.
- PIT count dashboard from multiple years.
- Reduction in first time homeless – also show how prevention costs less than helping people get out of homelessness.
- Is there a trend between the number of the first time homeless and the number of agencies where you can access services like the VI-SPDAT?
- Something to capture whether homelessness is rare, brief, and non-recurring: 1) Number of first time homeless; 2) Length of time homeless; 3) Recidivism.
- Subpopulations: Youth, Families, Veterans.

- Rental vacancy rate compare to housing placement.
- How much is spent on housing vs. the number of people homeless.

Ideas for the dashboard format:

- Something to educate people about the value of affordable housing.
- Interactive web for the public.
- Different versions depending on frequency of publication (annual vs. monthly).
- Different versions depending on the audience (general public, industry, private funders).

5. Check out

- a. Next meeting is on November 17, 2016 (3rd Thursday of the month due to Thanksgiving).