

Toledo Lucas County Continuum of Care: 2013 Performance Indicators

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Background

This draft was authored after a review of

- HUD Continuum of Care (CoC) Program Interim Rule requirements for adopting performance targets¹;
- Statutory performance indicators for communities defined in the HEARTH Act;
- Performance indicators and processes in-use by communities including Columbus OH (Community Shelter Board) and Michigan’s Campaign to End Homelessness;
- Recommendations in literature and presentations from Abt Associates, the National Alliance to End Homelessness and the Homeless Research Institute; and
- Focus groups of HCN members divided up by program type, in which members were asked to brainstorm and draft their own recommendations prior to focus group meetings—the meetings focused on finding the consensus of each group.

Scope of Recommendations

Recommendations contained within this document are for overall Continuum of Care performance indicators for calendar year 2013. These recommendations do not address a framework to “take action against poor performers,” though that is called for by the HUD CoC Program Interim Rule.

Performance Indicators

The following eight major performance indicators are recommended.

1. Length of Stay in Program

Defined as the average number of days a household is enrolled in a given program.

For example, a household who enters a program on the first day of a month and exits on the tenth day of the same month would have a Length of Stay equal to 10 days.

¹ Responsibilities of the Continuum of Care (§578.7). HUD Interim Rule for Continuum of Care Program. Published 31 July 2012 in The Federal Register.

2. Exits to Permanent Housing

Defined as percent of households whose Destination at exit was

- a. Owned by client, no ongoing housing subsidy;
- b. Owned by client, with housing subsidy;
- c. Owned by client, no housing subsidy;
- d. Permanent supportive housing for formerly homeless persons (such as SHP, S+C, or SRO Mod Rehab);
- e. Rental by client, no housing subsidy;
- f. Rental by client, other (non-VASH) housing subsidy;
- g. Rental by client, VASH Subsidy;
- h. Staying or living with family, permanent tenure; or
- i. Staying or living with friends, permanent tenure.

3. Recidivism

Defined as percent of households who return to homelessness within two years after an exit to a permanent housing Destination as defined above.

For example, a household who exits from transitional housing with a destination of “Rental by client, without subsidy,” and enters emergency shelter or transitional housing within 24 months would count as a recidivist client. If the household enters emergency shelter or transitional housing 25 months after the exit to permanent housing, they are not counted as a recidivist.

4. Improvement in Income

Defined as percent of households whose total household income at program exit is greater than their total household income at program entry.

For example, a household whose members total income added up to \$550 per month at program entry and whose members total income added up to \$600 per month at program exit.

N.B., Supplemental Nutrition Assistance Program (Food Stamps) benefits are considered non-cash benefits and are not included in calculations for Improvements in Income.

5. Adults Employed at Exit

Defined as percent of persons aged 18 years or older who are employed at program exit.

This figure includes those who were unemployed at program entry that gained employment by the time they exited as well as those who were employed at program entry that maintained the employment through to program exit.

6. Households Exiting with Non-Cash Benefits

Defined as percent of households with at least one member receiving at least one non-cash benefit at program exit, including

- a. Supplemental Nutrition Assistance Program (Food Stamps);
- b. Medicaid;
- c. Medicare;
- d. SCHIP;
- e. Special Supplemental Nutrition Program for WIC;
- f. Veteran's Administration (VA) Medical Services;
- g. TANF Child Care Services;
- h. TANF Transportation Services;
- i. Other TANF-Funded Services; or
- j. Section 8 Public Housing or rental assistance.

7. Improved Discharge Reasons

Defined as a percentage point reduction in the number of households whose Reason for Leaving at program exit was among the following:

- a. Criminal activity/destruction of property/violence
- b. Disagreement with rules/persons
- c. Needs could not be met by program
- d. Non-payment of rent/occupancy charge
- e. Non-compliance with program
- f. Reached maximum time allowed by program

- g. Unknown/disappeared

N.B., this is intended to be a percentage point reduction in total number of households leaving for these reasons. For example, if 25% of households in one year exit for these reasons, a reduction to 20% in the following year is a 5 percentage point reduction, not a 20% reduction.

8. PSH Retention

Defined as the percentage of households whose length of stay in Permanent Supportive Housing is at least 181 days.

Targets for Performance Indicators

Not all program types have recommended targets for every performance indicator. Some program types have recommended targets for special populations instead of or in addition to overall targets. This is in keeping with HUD's Interim Rule², which calls for "performance targets appropriate for population and program type."

Recommended targets are listed here by program type for each indicator. A table is included that consolidates all of these for easier side-by-side comparison (Appendix I).

1. Length of Stay in Program

- a. Emergency Shelter: 35 days
- b. Transitional Housing: 180 days
- c. Permanent Supportive Housing: No target, but see "PSH Retention"
- d. Homeless Prevention/Rapid Re-Housing: 120 days for Prevention, 120 days for Level 1 & 2 profiles on National Alliance to End Homelessness (NAEH) Rapid-Rehousing (RRH) Triage Tool, 210 days for Level 3 and higher profiles on NAEH RRH Triage Tool.

2. Exits to Permanent Housing

- a. Emergency Shelter: 25 percent
- b. Transitional Housing: 80 percent
- c. Permanent Supportive Housing: 60 percent
- d. Homeless Prevention/Rapid Re-Housing: 84 percent

² Ibid.

3. Recidivism

- a. Emergency Shelter: 15 percent
- b. Transitional Housing: 10 percent
- c. Permanent Supportive Housing: No target
- d. Homeless Prevention/Rapid Re-Housing: 5 percent

4. Improvement in Income

- a. Emergency Shelter: 5 percent
- b. Transitional Housing: 21 percent
- c. Permanent Supportive Housing: 15 percent
- d. Homeless Prevention/Rapid Re-Housing: 20 percent

5. Adults Employed at Exit

- a. Emergency Shelter: 10 percent
- b. Transitional Housing: 25 percent
- c. Permanent Supportive Housing: 22 percent
- d. Homeless Prevention/Rapid Re-Housing: 35 percent

6. Households Exiting with Non-Cash Benefits

- a. Transitional Housing: 90 percent of families with children
- b. Permanent Supportive Housing: 90 percent of families with children
- c. Homeless Prevention/Rapid Re-Housing: 90 percent of families with children

7. Improved Discharge Reasons

- a. Emergency Shelter: 10 percentage points
- b. Transitional Housing: 10 percentage points
- c. Permanent Supportive Housing: 5 percentage points

8. PSH Retention

- a. Permanent Supportive Housing: 90 percent of households staying at least 181 days

Monitoring

Performance indicators should be tracked at least quarterly. Each quarter's indicators should be compared to those of previous quarters to allow evaluation of progress toward targets. Further, these indicators should be published to the entire community and reviewed by providers and the full TLCHB.

Toledo HMIS will extend the existing General Program Reports that are issued monthly to Contributing HMIS Organizations (CHOs) so that they include as many of the recommended Performance Indicators as is feasible. Non-CHOs who receive CoC Program or Emergency Solutions Grant funding should furnish these indicators to TLCHB on a quarterly basis for inclusion in the overall community figures.s

Appendix I: Performance Indicators and Targets by Program Type

Program Type Indicator	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Homeless Prevention and Rapid Re-Housing
1. Length of Stay in Program	35 days	180 days	--	HP: 120 days
				RRH Level 1&2: 120 days
				RRH Level 3 and higher: 360 days
2. Exits to Permanent Housing	25%	80%	60%	84%
3. Recidivism	15%	10%	--	5%
4. Improvement in Income	5%	21%	15%	20%
5. Adults Employed at Exit	10%	25%	22%	35%
6. Households Exiting with Non-Cash Benefits	--	90% (families only)	90% (families only)	90% (families only)
7. Improved Discharge Reasons	10%	10%	5%	--
8. PSH Retention	--	--	90%	--