

Performance & Evaluation Committee

Annual Report to the Mid-Willamette Valley
Homeless Alliance Board of Directors

January 12, 2023

Agenda

- Introductions
- Performance & Evaluation (P&E) Committee background
- Annual report
- Q&A

Introductions

Today's presenters:

- Josie Silverman-Méndez, Willamette Health Council
- Chris Berg, Oregon Housing and Community Services
- Michael Livingston, CANDO Neighborhood Association

P&E Committee Background

- Three core responsibilities:
 1. Review and evaluate HUD-funded projects
 2. Review and evaluate overall system performance
 3. Recommend local Request for Proposals (RFP) process that is used in support of the CoC's consolidated application in response to the annual HUD Notice of Funding Opportunity (NOFO)
- Current members:
 - Chair: Josie Silverman-Méndez, Willamette Health Council
 - Chris Berg, Oregon Housing and Community Services
 - Dan Clem, Union Gospel Mission
 - Julie Conn-Johnson, Salem-Keizer Public Schools McKinney Vento Program
 - Michael Livingston, CANDO Neighborhood Association
 - Margie Lowe, Marion and Polk Early Learning Hub
 - Alisa Parker, Catholic Community Services
 - Aryn Walker, Marion County Health and Human Services

Annual Report

Responsibility 1: Review and evaluate HUD-funded projects

Background:

- Includes Continuum of Care (CoC) Program, Emergency Solutions Grant Program (ESG & ESG-CV), and Youth Homelessness Demonstration Program (YHDP)* funded projects
- Entails annual review of project-level:
 - Data reports generated from Homeless Information Management System (HMIS)
 - Annual Performance Reports (APRs)
 - CoC funded projects are required to submit an APR to HUD annually
 - Consolidated Annual Performance and Evaluation Reports (CAPERs)
 - ESG funded projects are required to submit a CAPER to HUD annually
 - Qualitative information (e.g., site visits or other similar inquiries)
- Iterative process with opportunities for continual improvement and learning

*Review process for YHDP forthcoming

Responsibility 1: Review and evaluate HUD-funded projects

Focus today: *Summary of CoC & ESG-CV funded* project performance focusing on key data elements contained within the APRs & CAPERs

- **Goal:** Provide the board with insight into the kinds of data the P&E Committee is looking at/able to track
- **Time period:** October 1, 2021-2022
- *See appendix for data details*

Important points regarding the APR & CAPER data:

- Includes aggregate project- or system level-data on...
 - Program participants including demographic, health and economic status
 - Where participants came from prior to enrollment, and the duration of their enrollment
 - Destinations of participants after their enrollment is over
- This data does not tell the entire story
- Our CoC has made significant improvements in data completeness over the past two years

How many dollars were invested?

- **Permanent Housing – \$2,043,780 invested**
 - 3 CoC funded projects – \$965,049 invested (RRH & PSH)
 - 6 ESG-CV funded projects – \$1,078,731 invested (RRH)
- **Street Outreach & Emergency Shelter - \$3,584,453 invested**
 - All ESG-CV funded
 - Includes:
 - 5 Street Outreach – \$898,060 invested
 - 14 Emergency Shelter – \$2,686,393 invested

RRH: Rapid Re-Housing

PSH: Permanent Supportive Housing

How many households and people were served?

Funded Program Enrollment Summary	# of Households	# of Persons	# of Adults	# of Children
Street Outreach	2925	4415	2544	407
Emergency Shelter	1259	1590	1308	205
Permanent Housing (RRH & PSH)	295	551	341	210
Totals (possible duplicates)	4479	6556	4193	822

How many households moved into RRH or PSH?

Funding Source Summary	# of households in program during the year	# of households that were in housing at start of the year (RRH or PSH)	# of households that moved into RRH or PSH within the year	Total # of households in RRH or PSH during the year
CoC-funded programs	71	30	29	59
ESG-CV2-funded programs	228	17	49	66
Funded Permanent Housing	299	47	78	125

Among CoC and ESG-CV funded projects:

- About **one-third** of people who participate in Permanent Housing programs first used Emergency Shelter.
- Nearly **40%** came directly from streets or encampments.
- The remaining **27%** were previously living in their own housing, staying with friends/family, or paying for a hotel/motel themselves.

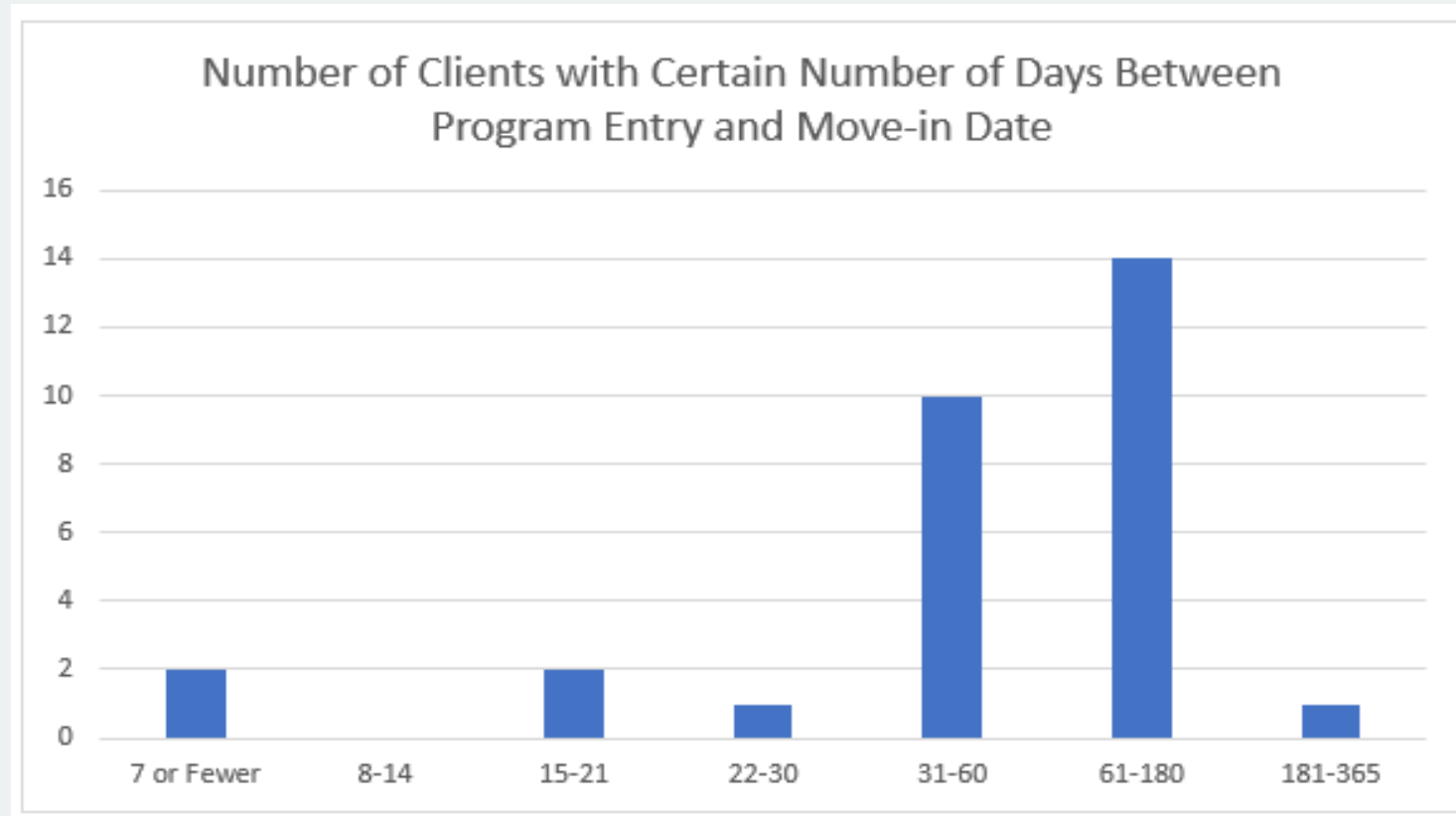
RRH: Rapid Re-Housing

PSH: Permanent Supportive Housing

How long does it take for people to get into Permanent Housing?

Reminder: Moving people to Permanent Housing is the goal.

This is one example of how we might assess project performance.



CoCs determine when the “clock starts.” For our CoC, the clock currently starts when the program begins talking to a client. This will be changing.

Where do people go when they leave a RRH or PSH program?

Summary of CoC and ESG-CV Permanent Housing				Exits					
	Moved into program housing this period	Exited without housing move-in	Not yet housed	Total Exits	Exits to permanent destination	Exits to Temporary destination	Other	Not counted for percent	Percent Exits to Permanent Housing
CoC-funded RRH and PSH	100	13	70	43	33	4	6	4	85%
ESG-CV2-funded RRH	84	167	274	258	141	36	71	2	55%
TOTAL CoC/ESG Exits from Housing Programs to Permanent Destinations	184	180	344	301	174	40	77	6	59%

RRH: Rapid Re-Housing
PSH: Permanent Supportive Housing

The low percentage from ESG-CV2 RRH to Permanent Housing is due to the "early" entry into a program. This will change.

Where do people go after Street Outreach?

ESG-CV2 Street Outreach Projects	Includes going to Shelter	
Agency	Number of POSITIVE Destination Exits	Percent POSITIVE Destination Exits
ARCHES	2	67%
Church at the Park	94	17%
HOME Youth Services	0	0%
Ray of Hope	3	75%
Salem Housing Authority	11	2%
	110	10%

The purpose of Street Outreach is 1) to save lives, and 2) to move people toward housing and stability.

A “positive destination” from street outreach is any step forward toward stable housing.

Emergency Shelter

- A wide range of services constitute Emergency Shelter.
- Only ESG dollars can support Emergency Shelter.
- **In the past year, more than 1,200 people accessed Emergency Shelter services.**

Length of time people typically stay in Emergency Shelter:

Organization	Type of emergency shelter program	Length of stay
Church at the Park	Micro-shelter (VOH)	Typically, 1-6 months.
Family Promise	Hotel/Motel	Use hotel/motel stays as long-term shelter for families seeking permanent housing, which can take months.
Sheltering Silverton	Hotel/Motel	Uses hotel/motel stays for short-term sheltering (1-3 nights) for vulnerable populations (winter warming, health concerns)
ARCHES	Duration Shelter (Inn)	Duration shelters created through Project Turnkey (ARCHES Inn and Mosaic, operated by Center for Hope & Safety) see stays of 1-6 months.

Responsibility 1: Review and evaluate HUD-funded projects

Key takeaways for the board:

- Forthcoming in 2023...
 - First comprehensive review and evaluation of CoC and ESG funded projects using a new assessment tool developed by the committee
 - Currently under consideration: Primary responsibility of the P&E Committee is to monitor and assess performance. We are also considering to what extent we monitor compliance.
 - Recommendation to the board for establishing local performance targets
 - Deeper analysis of the chronically homeless and potential impact on specific project performance
- Above to be incorporated into 2023 annual report

Responsibility 2: Review and evaluate overall system performance

Background:

- HUD assesses the performance of HUD-funded projects and that of the continuum as a whole by applying seven System Performance Measures (SPMs):
 1. Length of time persons remain homeless
 2. The extent to which persons who exit homelessness to permanent housing destinations return to homelessness
 3. The number of homeless persons
 4. Jobs and income growth for homeless persons in CoC Program-funded projects
 5. The number of persons who become homeless for the first time
 6. Homelessness prevention and housing placement of persons defined by Category 3 of HUD's homeless definition in CoC Program-funded projects (does not currently apply to our CoC)
 7. The number of successful housing placements
- The SPMs include aggregate data derived from tracking individual clients through HMIS

Responsibility 2: Review and evaluate overall system performance

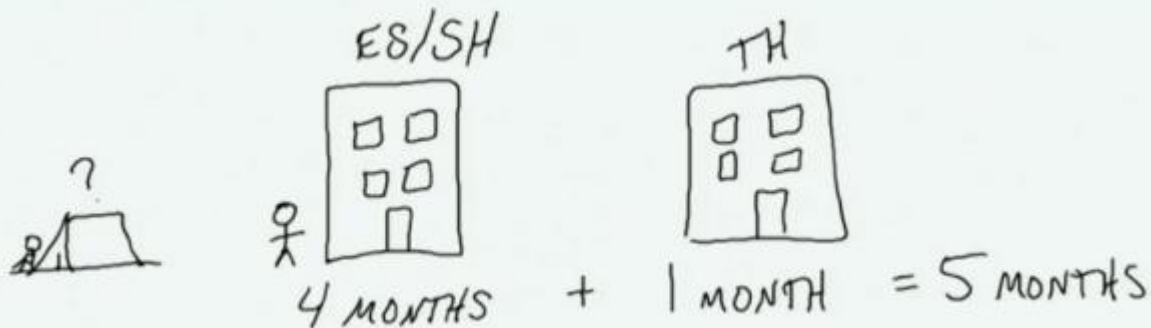
2022 highlights:

- Introduced new trainings leveraging SPM data reports
- Updated responsibilities and procedures
- Established data workgroup
 - Launched quarterly review of SPM data starting with SPMs 1, 2 and 7

SPM 1: The length of time persons remain homeless

Plain language definition: What is the average and median length of time persons remain homeless before moving into permanent housing?

Goal of this SPM: To see a reduction in both the average and the median length of time homeless from one year to the next.



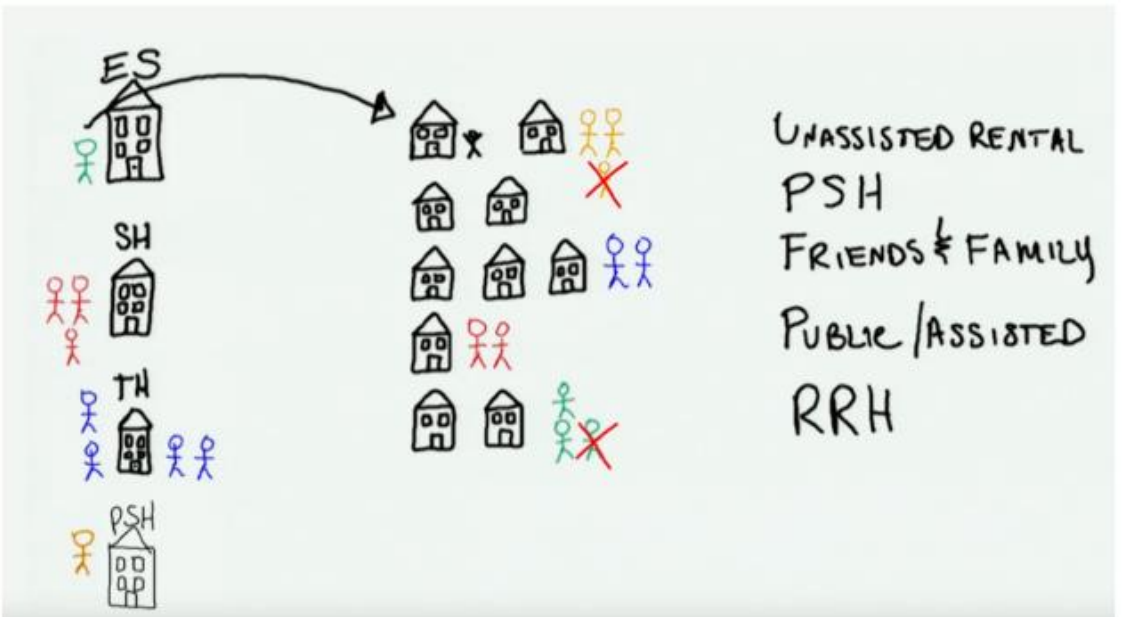
SPM 1: The length of time persons remain homeless

Metric "1a"			
	Current Year Counts (Persons)	Current Year Average LOT	Current Year Median LOT
Persons in ES and SH	1822	86	33
Persons in ES, SH, and Transitional Housing (TH)	1977	117	42
Metric "1b" (more broad measure)			
	Current Year Counts (Persons with 3.917)	Current Year Average LOT (with 3.917)	Current Year Median LOT (with 3.917)
Persons in ES, SH, and PH	1854	634	187
Persons in ES, SH, TH, and PH	2022	664	210

SPM 2: The extent to which persons who exit homelessness to permanent housing destinations return to homelessness

Plain language definition: What percentage of those who move from homeless services projects into permanent housing become homeless again within 6 months, 12 months, 24 months of placement?

Goal of this SPM: People exit “the system” to permanent housing and do not return to homelessness. System progress occurs when the percentage of people who return to homelessness during each of the relevant periods goes down.



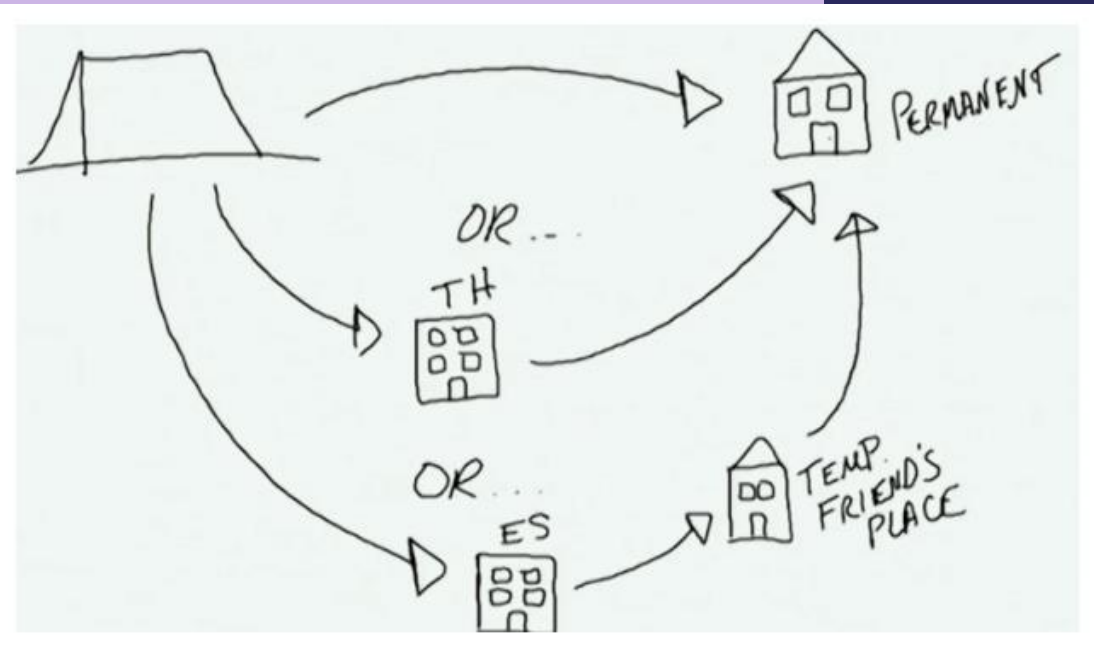
SPM 2: The extent to which persons who exit homelessness to permanent housing destinations return to homelessness

	Total # of Persons who Exited to PH Destination (2 Years Prior)	Returns to Homelessness in less than 6 Months (0-180 days)	Returns to Homelessness from 6 to 12 Months (181-365 days)	Returns to Homelessness from 13 to 24 Months (366 – 730 days)	Total Percentage Returning to Homelessness
Exit was from SO	12	2	1	1	33.33%
Exit was from ES	142	14	6	5	17.61%
Exit was from TH	78	6	3	1	12.82%
Exit was from SH	8	3	0	1	50.00%
Exit was from PH	389	15	8	8	7.97%
TOTAL Returns to Homelessness	629	40	18	16	
	11.76%	6.36%	2.86%	2.54%	

SPM 7: a) successful placement from street outreach & b) successful placement in or retention of permanent housing

Plain language definition:

- What percentage of those persons who have been in contact with a street outreach program exited street outreach to a positive destination or placement during the relevant period?
- What percentage of those persons in emergency shelter, safe haven, transitional housing, permanent housing-rapid re-housing projects exited to permanent housing destinations during the relevant period? What percentage of those persons in permanent housing projects exited to, or retained, a permanent placement during the relevant period?



SPM 7: a) successful placement from street outreach & b) successful placement in or retention of permanent housing

Metric 7b.1 - Exits to PH destinations: ES/SH/TH/(RRH and PH)

	Current Year Counts
Persons in ES, SH, TH, and PH-RRH who exited, plus persons in other PH projects who exited without moving into housing	1740
Exited to PH destinations	446
% Successful exits	25.63%

Metric 7b.2 - Retention of PH for RRH/PH

	Current Year Counts
Persons in applicable PH projects who exited after moving into housing, or who moved into housing and remained in the PH projects	99
Remained in applicable PH projects and or exited to permanent housing destinations	97
% Successful exits/retention	97.98%

Responsibility 2: Review and evaluate overall system performance

Key takeaways for the board:

- Use of HMIS matters
- Data quality matters
- Funded and unfunded projects
 - Opportunity to share SPM data with funded projects for them to be able to:
 - See “the forest from the trees”
 - Understand how they compare and the impact they have on the system overall
- We have a ways to go as a CoC...
 - Opportunity to tie evaluation of system performance to CoC strategic planning/board direction
 - Limited data analytics capabilities
 - Need to identify the system performance improvements we are striving toward
 - Annual trends vs. improvement targets vs. comparison to other CoCs
 - Committees are siloed (e.g., Collaborative Committee and HMIS Users Workgroup)

Responsibility 3: Recommend local RFP process that is used in response to the annual HUD NOFO

Background:

- Part of the local RFP process includes establishing the R&R Subcommittee, which is responsible for reviewing, scoring and ranking project applications
- 2022 R&R Subcommittee members:
 - Chair: Josie Silverman-Méndez
 - Michael Livingston
 - Alisa Parker
 - Commissioner Danielle Bethell
 - Dan Clem
 - Alternate: Christy Perry

Responsibility 3: Recommend local RFP process that is used in response to the annual HUD NOFO

2022 highlights:

- Per board decision, R&R Subcommittee must now include both members from the P&E Committee and the board
- Applied learnings from 2021 to improve the process, which continues to be iterative

Responsibility 3: Recommend local RFP process that is used in response to the annual HUD NOFO

Key takeaways for the board (based on R&R Subcommittee feedback):

- Connection back to the board is important
 - Value add to include board members on the subcommittee
 - The board would benefit from hearing from the projects directly
 - P&E Committee could develop a framework to enable the board to have greater visibility into funded project performance
 - Per the focus of the Special NOFO, there is opportunity to better connect health and housing partners (this need was evident in the applications)
 - Should leverage the Health & Safety Subcommittee
- Committees are siloed
 - There is need for cross-committee consultation to identify local priorities that the annual RFP should focus on (HUD requirement)
 - To enable the above, greater organizational capacity and board direction are required
- Overall R&R process:
 - Subcommittee members should receive orientation to the process prior to the actual R&R meeting
 - Project technical review: Role clarity between the staff consultants and subcommittee members is needed
 - Best practice to include new project applicant interviews

Q&A

Responsibility 1: Review and evaluate HUD-funded projects

Responsibility 2: Review and evaluate overall system performance

Responsibility 3: Recommend local RFP process that is used in response to the annual HUD NOFO

Appendix

Additional Data
on Funded
Projects

Dollars Invested: CoC funded Permanent Housing projects

Agency	Housing Project Type	Description	New Application in CoC Grant Year	2021 CoC Funding	Percent of CoC Housing \$	Percent of All Housing \$
Center for Hope & Safety	RRH	Case managed rental assistance for DV survivors	2018	\$428,170	44%	21%
Community Action	RRH	Case managed rental assistance	2019*	\$183,600	19%	9%
Shangri-La	PSH	Intensively case managed permanent supportive housing for people with disabilities	2006	\$353,279	37%	17%
*grant was transferred from another organization				CoC Housing Funds	\$965,049	47%

Dollars Invested: ESG-CV funded Permanent Housing projects

Agency / Program	Housing Project Type	Description		ESG-CV2 Funding	Percent of ESG-CV2 Housing \$	Percent of All Housing \$
ARCHES	RRH	Case managed rental assistance for chronically homeless		\$ 108,442	10%	5%
Center for Hope & Safety	RRH	Case managed rental assistance for DV survivors		\$ 52,000	5%	3%
De Muniz Resource Center	RRH	Case managed rental assistance for reentry clients		\$ 91,775	46%	4%
Family Promise	RRH	Case managed rental assistance for families		\$ 496,674	46%	24%
SABLE House	RRH	Case managed rental assistance for DV survivors		\$ 154,000	14%	8%
St. Francis	RRH	Case managed rental assistance for families		\$ 175,840	16%	9%
				ESG-CV2 Housing Funds	\$ 1,078,731	53%

Dollars Invested: ESG-CV funded Street Outreach & Emergency Shelter projects

Agency	Project Type	Description	ESG-CV2 Funding	% ESG-CV Program \$
ARCHES	SO	Rural focus	\$ 302,903	
Church at the Park	SO	Salem area	\$ 76,351	
HOME Youth Services	SO	Marion and Polk - youth focus	\$ 94,718	
Ray of Hope	SO	Woodburn area	\$ 90,000	
Salem Housing Authority	SO	Salem area	\$ 334,088	
ESG-CV2 Street Outreach Total			\$ 898,060	19%
ARCHES	ES	Day Shelter	\$ 133,550	
Church at the Park	ES	Day Shelter	\$ 134,568	
Ray of Hope	ES	Day Shelter	\$ 262,900	
Sheltering Silverton	ES	Day Shelter	\$ 47,400	
Ray of Hope	ES	Warming Shelter	\$ 13,250	
Sheltering Silverton	ES	Warming Shelter	\$ 84,000	
Church at the Park	ES	Micro-shelter	\$ 429,671	
Sheltering Silverton	ES	Micro-shelter	\$ 18,900	
Center for Hope & Safety	ES	Overnight Shelter	\$ 57,000	
Family Promise	ES	Hotel/Motel	\$ 260,664	
Ray of Hope	ES	Hotel/Motel	\$ 29,250	
SABLE House	ES	Hotel/Motel	\$ 65,000	
Sheltering Silverton	ES	Hotel/Motel	\$ 50,000	
ARCHES	ES	Duration Shelter (ARCHES Inn)	\$ 1,100,240	
ESG-CV2 Emergency Shelter Total			\$ 2,686,393	58%

Program Enrollment - *How many households and people were served?*

Permanent Supportive Housing

Permanent Housing Summary	# of Households	# of Persons	# of Adults	# of Children
CoC-funded housing programs	71	169	85	84
ESG-CV2-funded housing programs	224	382	256	126
Housing Program Totals	295	551	341	210

Street Outreach

Agency & Outreach Program		Households & Persons			
Agency	Program Type	# of Households	# of Persons	# of Adults	# of Children
ARCHES	SO	1814	2720	1733	62
Church at the Park	SO	313	572	505	2
HOME Youth Services	SO	239	344	23	314
Ray of Hope	SO	89	141	84	9
Salem Housing Authority	SO	470	638	199	20
Street Outreach Totals	could be duplicates	2925	4415	2544	407

Emergency Shelter

Agency & ES Program		Households & Persons			
Agency	ES Type	# of Households	# of Persons	# of Adults	# of Children
ARCHES	Day Shelter	320	327	325	0
Church at the Park	Day Shelter	177	194	178	2
Ray of Hope	Day Shelter	207	256	189	19
Sheltering Silverton	Day Shelter	70	84	73	7
Church at the Park	Warming	90	94	94	0
Ray of Hope	Warming	26	27	21	0
Sheltering Silverton	Warming	20	21	21	0
Church at the Park	Micro-shelter	161	195	193	2
Sheltering Silverton	Micro-Shelter	0	0	0	0
Center for Hope & Safety	Overnight	61	143	61	82
Family Promise	Hotel/Motel	43	132	63	69
Ray of Hope	Hotel/Motel	0	0	0	0
SABLE House	Hotel/Motel	17	40	17	23
Sheltering Silverton	Hotel/Motel	21	25	21	1
ARCHES	Duration (Inn)	46	52	52	0
Emergency Shelter Totals	could be duplicates	1259	1590	1308	205