

TUESDAY, FEBRUARY 26, 2019
10:00AM TO 11:30AM

SACRAMENTO STEPS FORWARD
VCR, SECOND FLOOR
1331 GARDEN HIGHWAY, SACRAMENTO, CA 95833

AGENDA OF PERFORMANCE REVIEW COMMITTEE

Agenda Item	Activity/Outcomes	Status & Timing
1. Welcome & Introductions	<i>Welcome by Co-Chairs (Co-Chairs)</i>	Discussion [5 min]
2. Co-Chair & PRC Member Roles	<i>Discuss roles and responsibilities and consider statement of principles (Co-Chairs)</i>	Discussion [10 min]
3. Demographic Data Presentation	<i>Demographic presentation in response to request at January PRC meeting (SSF)</i>	Informational [20 min]
4. Mid-Year Review	<i>Approve proposed process for mid-year review and project support (HomeBase)</i> <i>2018 Project Performance Comparison to support conversation (HomeBase)</i>	Action Item Informational [25 min]
5. New Performance Review Topic	<i>Discuss two proposals for and approve one (HomeBase)</i> <i>A) CoC Program Costs Analysis: understanding the cost of homeless services, and impact of various factors on cost</i> <i>B) Rapid Rehousing Analysis: understanding program components and performance metrics across RRH programs</i>	Action Item [25 min]
6. Next Steps	<i>Next meeting is March 26, 2019 (Co-Chairs)</i>	[5 min]

The Performance Review Committee meets on the fourth Tuesday of the month from 10:00am to 11:30am at Sacramento Steps Forward, 1331 Garden Highway, Sacramento, CA 95833. For more information about this meeting, contact HomeBase at sacramento@homebaseccc.org.

PERFORMANCE REVIEW COMMITTEE

GOALS

1. Look at every project and get to know the particulars of each project
2. Continuous improvement
3. Finding where each project fits in our CoC
4. Assessing the needs of our community and funding programs accordingly
5. Reviewing data and moving forward
6. Making our CoC more competitive on a national level
7. Develop Review and Rank and take it to the CoC Advisory Board

GROUND RULES

1. Starting and ending on time
2. Receive meeting materials one week in advance
3. Communicate regarding dates/times of meetings
4. Do not talk over others
5. Respect confidentiality – all information will be released by SSF
6. Be respectful of others' opinions
7. Revisit the ground rules

STATEMENT OF PRINCIPLES

Going into the next year, it may be helpful to have a statement of principles about the goals of the PRC. **The following list is a starting place for this discussion, not intended to be prescriptive, but instead to be a jumping off point.**

The principles may be used to support the creation of the scoring tool, and to give direction to CoC projects about our goals and objectives.

The PRC commits to supporting the Sacramento CoC and its projects in:

- Ending and preventing homelessness, especially for vulnerable populations
- Performing well, including success at obtaining and maintaining housing and income for homeless households
- Using evidence-based practices
- Working with the Sacramento homeless system of care and its components to support its global success
- Operating as efficiently as possible, to end homelessness effectively for as many people as possible
- Being financially stable, and
- Being compliant with administrative, legal, and funding requirements.

MID-YEAR PROCESS SUMMARY

PERFORMANCE REVIEW & TA VISIT PLANNING

OVERVIEW OF MID-YEAR PROCESS FOR APPROVAL

At the last meeting on January 22, 2019, the Performance Review Committee requested a mid-year performance review process that would utilize existing data from the 2018 CoC Program Competition to compare projects' performance and identify opportunities where technical assistance may benefit CoC-funded providers and staff on a systems level. Additionally, the PRC recommended that HomeBase conduct outreach to providers regarding their project(s)' performance and conduct a survey to solicit feedback regarding topics of interest for performance enhancement, and to schedule site visits to provide targeted technical assistance.

2018 PERFORMANCE REVIEW & COMPARISON

Based on this feedback, HomeBase prepared the **2018 Performance Review & Comparison** document, which provides a visualization of projects' performance according to the 2018 Renewal Project Scoring Tool factors that are required by HUD and/or are the least subject to change through the 2019 Scoring Tool revision process. Performance measures used for the review and comparison include the following:

- Housing Retention (PSH)
- Housing Placement (RRH)
- Length of Stay (RRH)
- Increase or Maintain Income
- Mainstream Benefits
- Bed and/or Unit Utilization
- Grant Spenddown
- Entries from Homelessness
- Coordinated Entry (Reporting)
- Accurate Data
- Timely Data

NEXT STEPS

To implement next steps, the goals for today's meeting will be as follows:

- Vet the proposed process and performance measures used to conduct the mid-year performance review, and consider the 2018 Performance Review & Comparison document;
- Discuss the project performance comparisons, and identify areas where performance may be bolstered through provision of additional technical assistance by the HomeBase team;
- Prioritize 3-5 topics for offers of TA to be included in the survey sent to providers;

Once the PRC approves the process and identifies TA topics of priority, HomeBase will reach out to providers to schedule site visits to meet together and discuss mid-year process findings and review their individual project(s)' performance. Based on provider survey feedback, and topics chosen by HomeBase as especially beneficial to provider staff, HomeBase will provide a packet of materials including the 2018 Performance Review & Comparison (with provider project(s) identified), PRESTO reports, and materials to support implementation of best practices regarding topics chosen.

2018 RENEWAL PROJECT PERFORMANCE COMPARISON

2018 COC COMPETITION RESULTS FOR RENEWAL PROJECTS

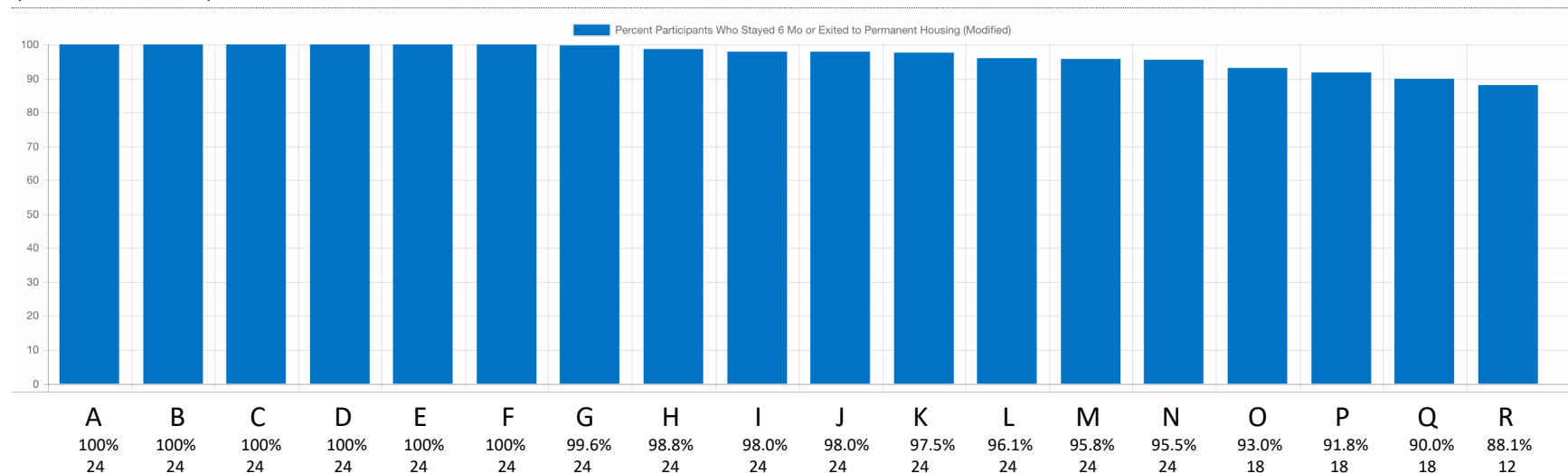
For the following performance measures, each column represents a Permanent Supportive Housing (PSH) or Rapid Rehousing (RRH) project that participated in the 2018 CoC Program Competition; each project has been de-identified and assigned a letter from the alphabet, selected at random. Below each de-identified project letter is the project's rate of performance, followed by points awarded in the 2018 competition.

HOUSING PERFORMANCE - PSH

2a. Housing Retention

Successes in Housing Retention for PSH projects are measured by the number of participants who received an Annual Assessment who remained in the program longer than 6 months or otherwise exited to another Permanent Housing destination (as indicated in HMIS). Participants that passed away during the measurement period do not count against the project's performance.

Percent Participants Who Stayed 6 Mo or Exited to Permanent Housing (Modified)



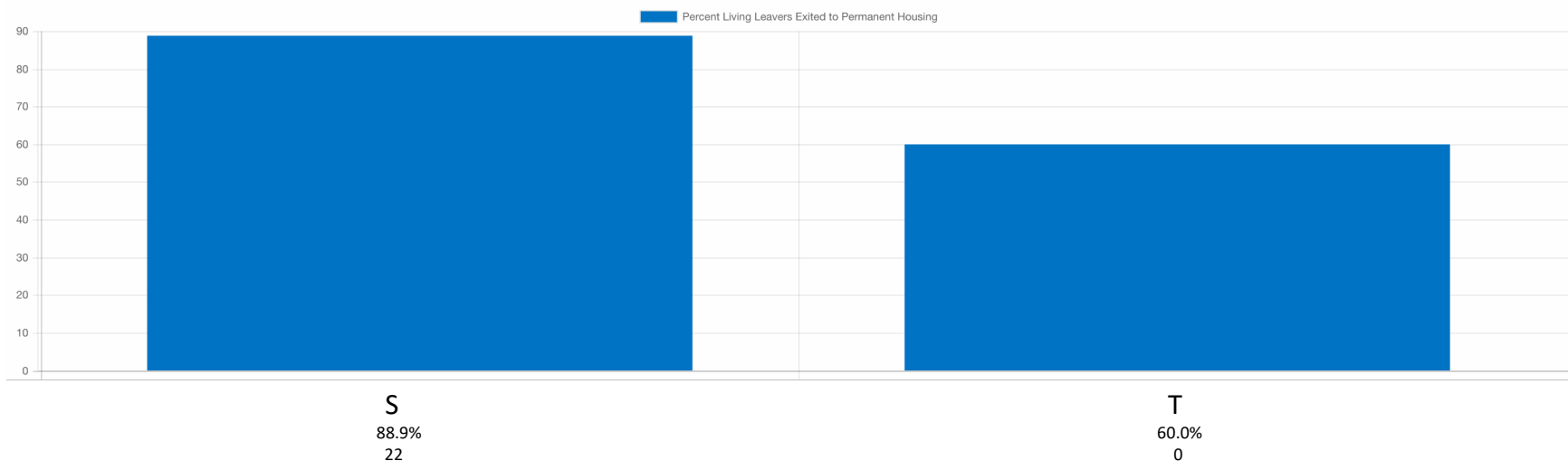
The average rate of participants who stayed longer than 6 months or exited to permanent housing destinations for all PSH projects in 2018 was **96.78%**

HOUSING PERFORMANCE - RRH

2b. Housing Placement

Successes in Housing Placement for RRH projects are measured by the number of participants who exited to a Permanent Housing destination from the total number of all participants in the project. Participants that passed away during the measurement period do not count against the project's performance.

Results: Percent Living Leavers Exited to Permanent Housing



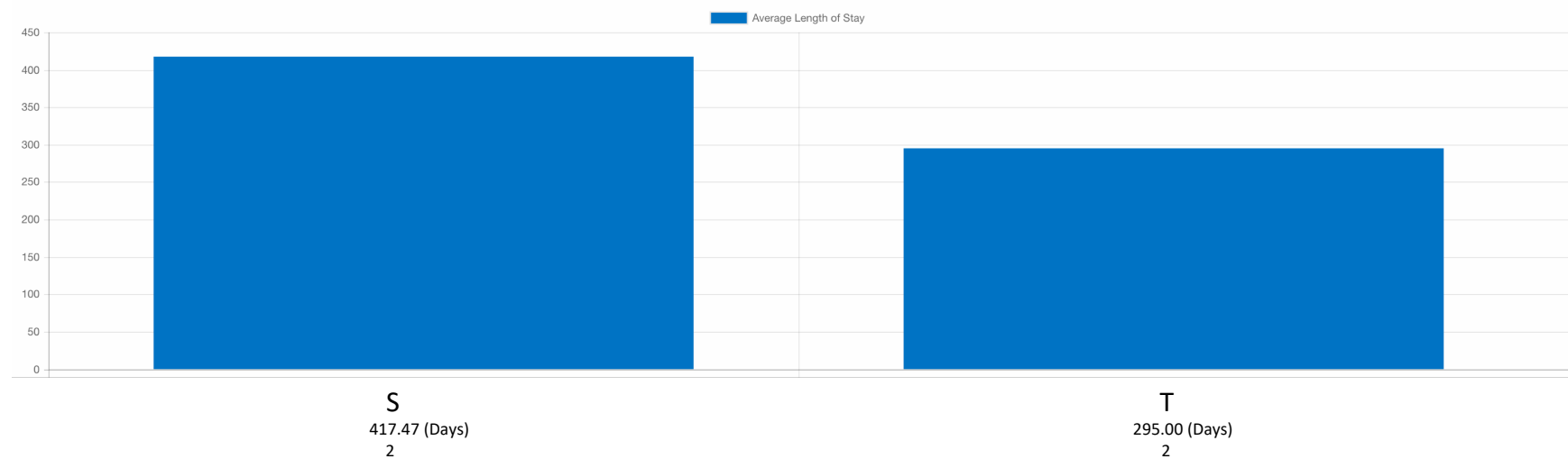
*The average rate of successful exits to permanent housing destinations for all RRH projects in 2018 was **74.44%***

HOUSING PERFORMANCE - RRH

2c. Length of Stay

Successes in Length of Stay for RRH projects are measured by the average number of days participants remain in the project. Full points are awarded for projects with an average participant length of stay of 730 days or fewer. Participants that passed away during the measurement period do not count against the project's performance.

Results: Average Length of Stay



The average length of stay for all RRH project participants in 2018 was **356 days**

SERVICES PERFORMANCE

3a. Increase or Maintain Income

Successes in increasing or maintaining participant income are measured by the percent of participants in the project who had a non-zero income (including all sources of income listed in HMIS) both 1) at entry *and* 2) at either Annual Assessment or exit from the project. Participants that passed away during the measurement period do not count against the project's performance.

Percent Adults Who Maintained or Increased Income (Excluding \$0 and Excluding Stayers Who Are Not Yet Due for Assessments)



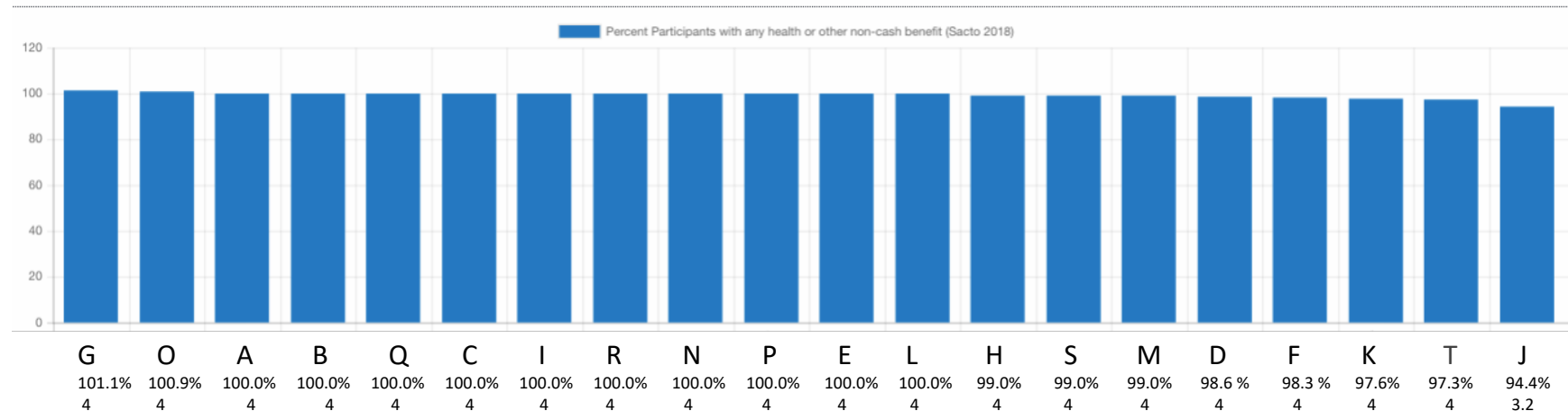
The average percent of project participants who had either increased or maintained a non-zero income for all projects in 2018 was **81.72%**

SERVICES PERFORMANCE

3B. Mainstream Benefits

Successes in connecting participants with mainstream benefits are measured by the percent of participants aged 18 or older with at least one non-cash benefit (including health insurance) at the end of the timeframe chosen for the APR. Because the new 2017 APR lists health insurance separately from mainstream non-cash benefits, a new calculation that considered performance in both categories was used to arrive at the best approximate percent of participants connected with benefits such as food, transportation, childcare, etc., *and* healthcare.

Percent Participants with any health or other non-cash benefit (Sacto 2018)

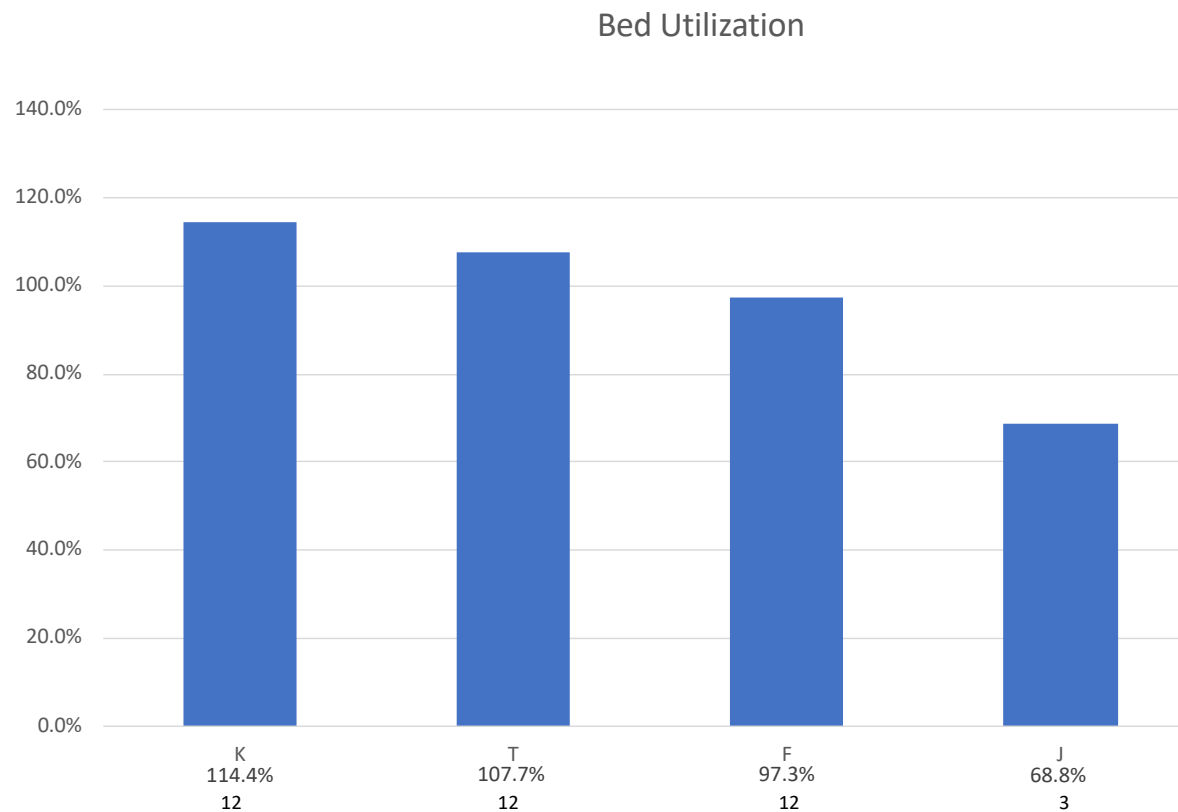


The average rate of successful connections to mainstream non-cash benefits and/or healthcare for all projects in 2018 was 99.25%

FULL UTILIZATION

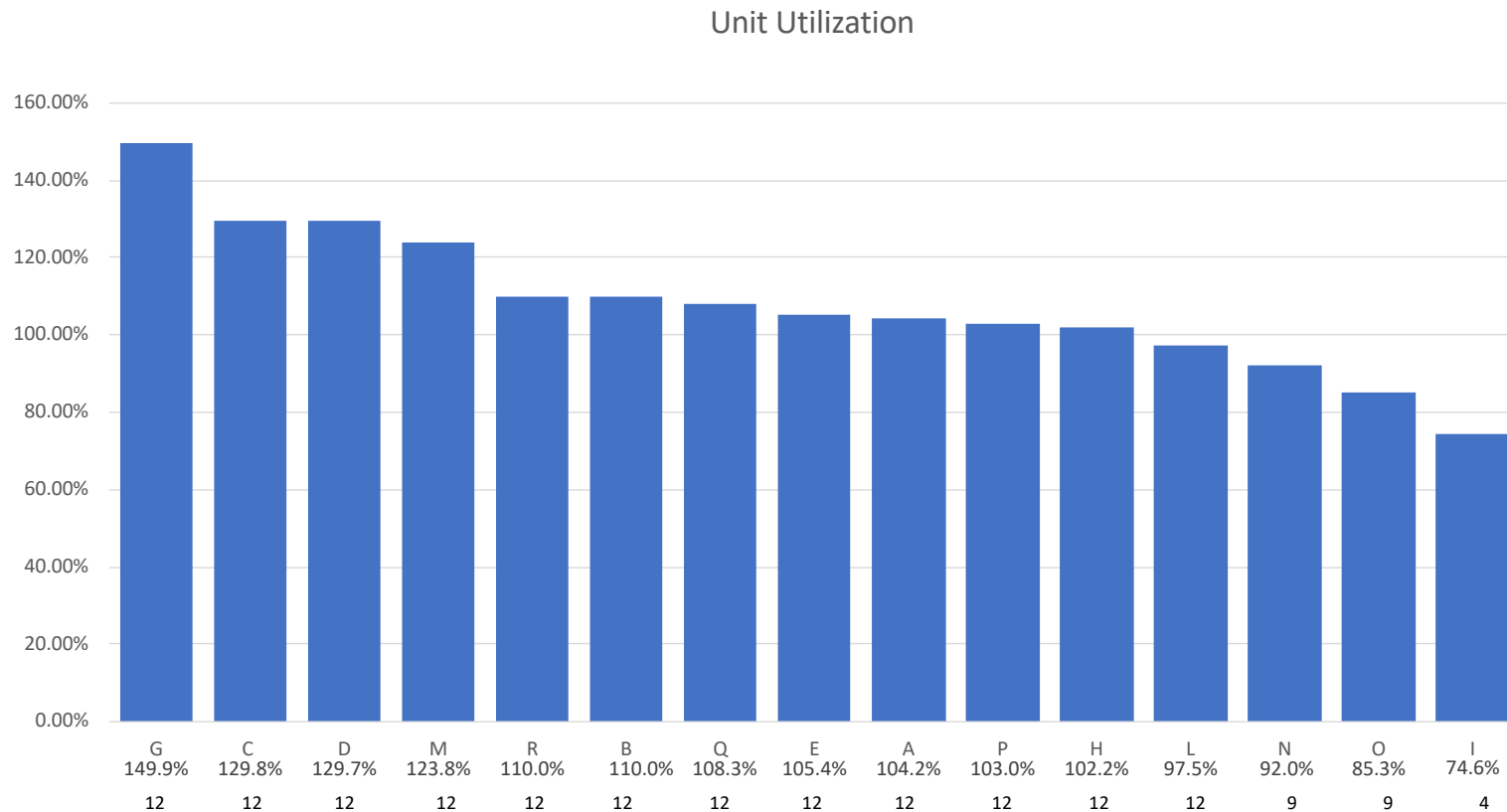
4a. Bed and/or Unit Utilization

For Projects Serving Single Adults in Non-Shared Housing: Successes in achieving full utilization for PSH and RRH projects that serve single adults in units that have only one bed are best measured by looking at the **number of beds** in use on the last Wednesday of each quarter, divided by the total number of beds promised in e-snaps. The below projects indicated in the 2018 competition that using Bed Utilization was the most appropriate measure for their projects, given the projects' target population(s)/configuration.



*The average rate of bed utilization for projects participating in 2018 was **97.05%***

For Projects Serving Adults in Shared Housing and/or Families: Successes in achieving full utilization for PSH and RRH projects that serve adults in shared units or families are best measured by looking at the **number of units** in use on the last Wednesday of each quarter, divided by the total number of units promised in e-snaps. The below projects indicated in the 2018 competition that using Unit Utilization was the most appropriate measure for their projects, given the projects' target population(s)/configuration.



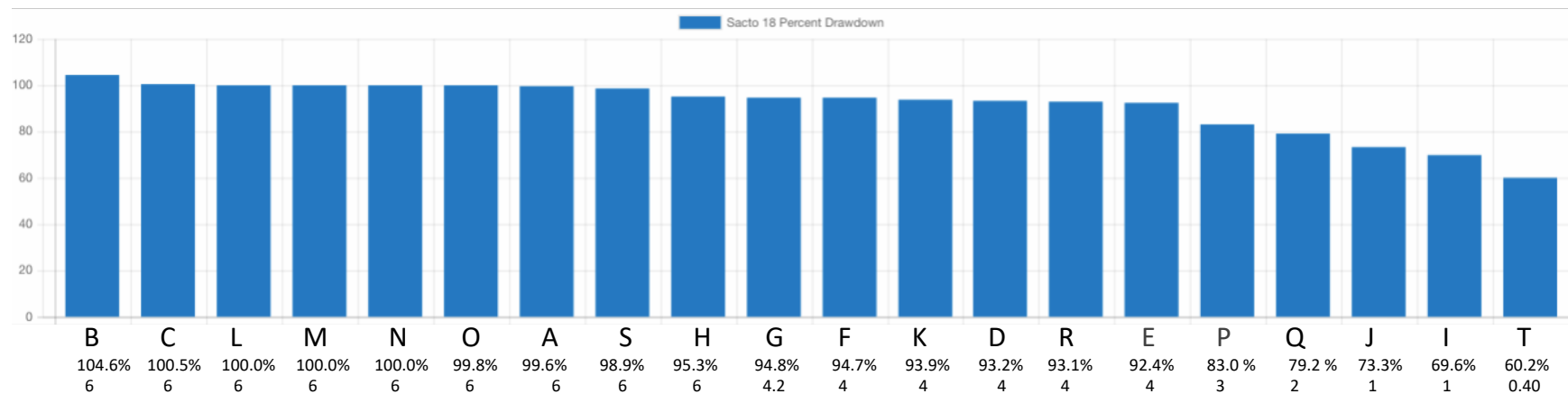
*The average rate of unit utilization for projects in 2018 was **101.05%***

FULL UTILIZATION

4B. Grant Spenddown

Successes in Grant Spenddown are measured by dividing the amount of money drawn down from e-LOCCs during the project's most recently completed contract by the amount shown as total funding for that project on the most recent Grant Inventory Worksheet (GIW).

Percent Drawdowns Completed



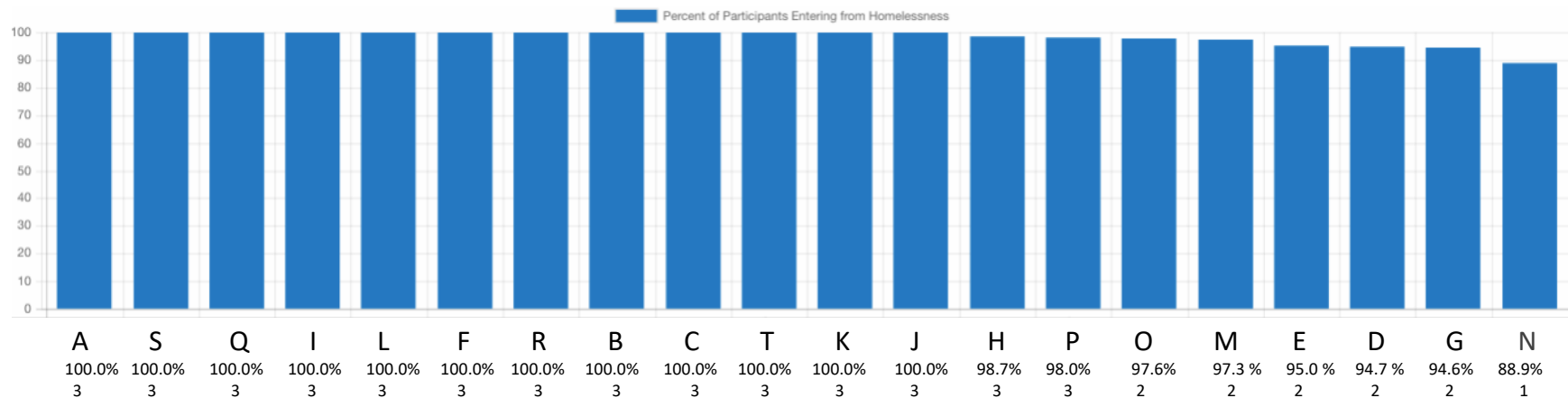
The average rate of grant spenddown for projects in 2018 was **91.31%**

COMPLIANCE

6B. Entries from Homelessness

Successes in entries from homelessness are measured by dividing the number of participants who enter from the street, institutional settings (e.g., jail, hospital, mental health facilities), Emergency Shelter, Transitional Housing, Safe Havens, or detox facilities, by the total number of participants in the project.

Percent of Participants Entering from Homelessness



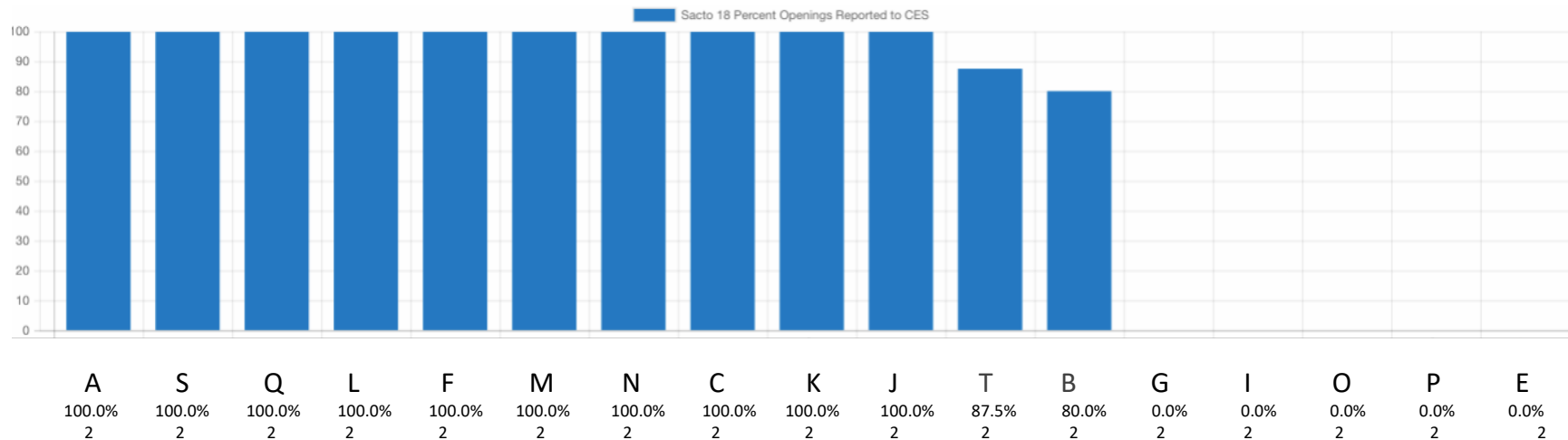
The average rate of entries from homelessness for projects in 2018 was **98.24%**

COMPLIANCE

6c-1. Coordinated Entry (Reporting)

Successes in entries from the Coordinated Entry System are measured by dividing the number of bed openings reported to Coordinated Entry by the total bed openings. Full points were awarded to projects that self-reported that at least 80% of new enrollments in the project were enrolled via referral from the Coordinated Entry System.

Percent of Openings Reported to CES



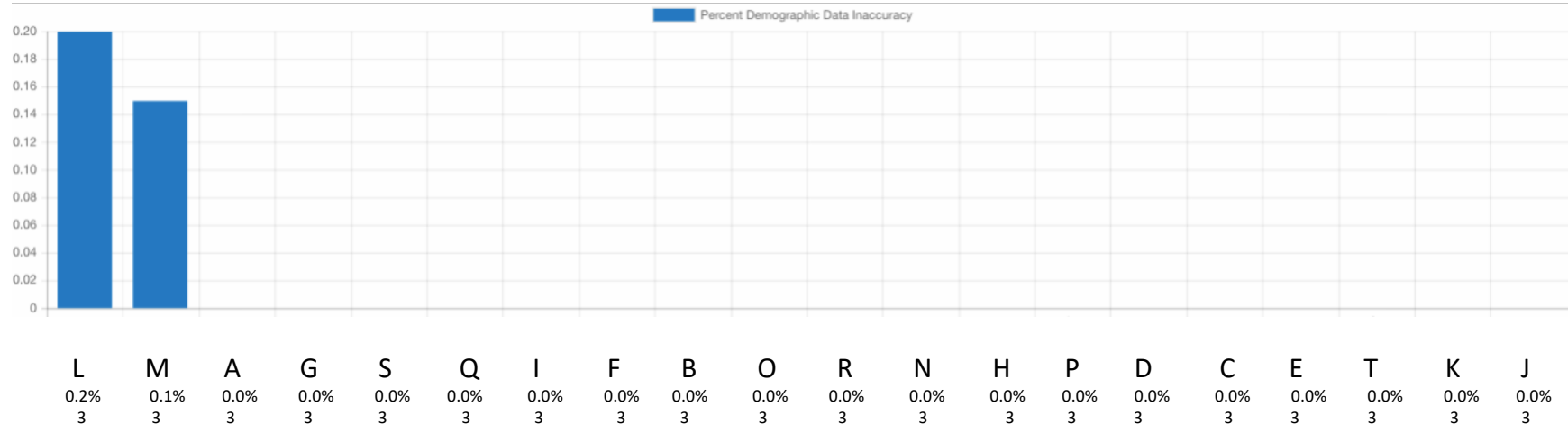
*The average percent of openings reported to Coordinated Entry in 2018 was **68.68%**. Three projects had no bed openings to report, so per the 2018 scoring policies, they received full points.*

COMPLIANCE

6D. Accurate Data

Successes in Accurate Data were measured using the percent of data recorded as either missing, don't know, client refused to answer, and/or unable to calculate, where the lower percentage the better. Projects with less than 5% data inaccuracy received full points.

Percent of Demographic Data Inaccuracy



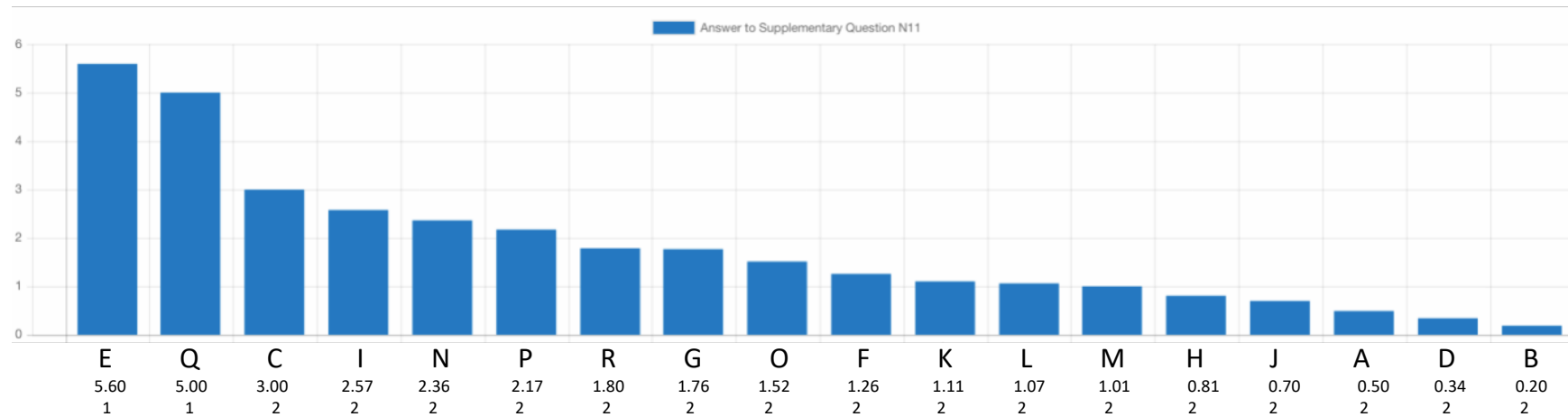
The average percent of data inaccuracy for projects in 2018 was .02%

COMPLIANCE

6E. Timely Data

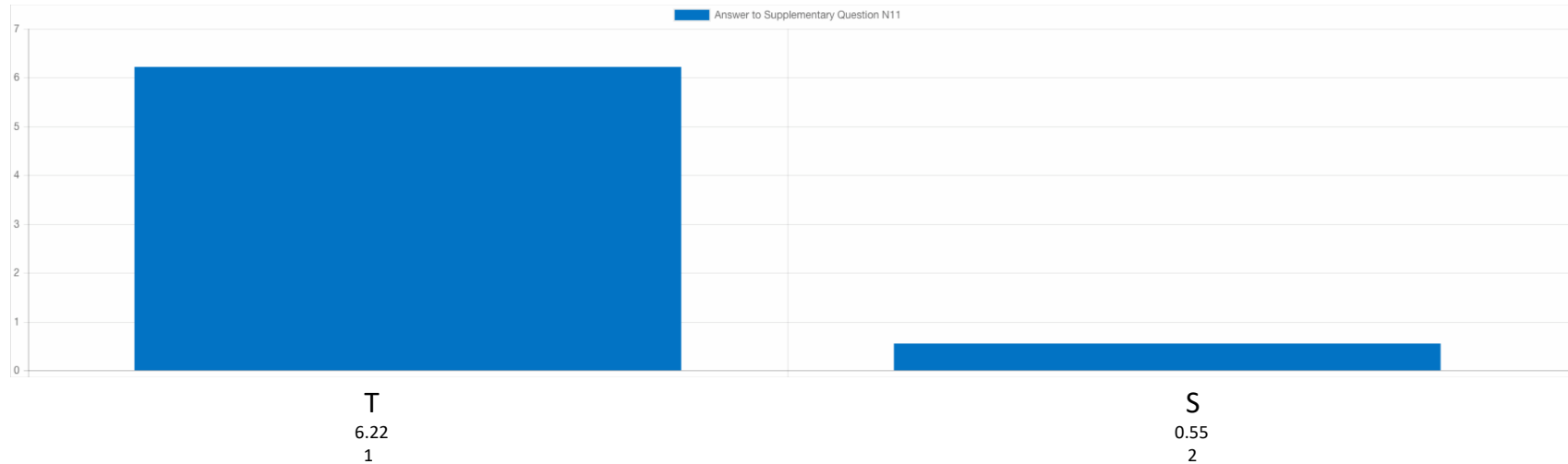
Successes in Timely Data were measured using the average length of time (in days) between when a client enters or exits the project, and when the project records the entry or exit in HMIS. Projects that entered client entries/exits into HMIS in under 5 days received full points.

Timely Data – PSH (Days from Data Collection to Entry in HMIS)



*The average number of days in which PSH projects entered client entries/exits into HMIS in 2018 was **1.82 days***

Timely Data – RRH (Days from Data Collection to Entry in HMIS)



*The average number of days in which RRH projects entered client entries/exits into HMIS in 2018 was **3.39 days***

SACRAMENTO COC PROGRAM COSTS ANALYSIS PROPOSAL

OVERVIEW

- The primary goal of this process is to conduct a cost/performance analysis of CoC programs.
- In reviewing the results of a cost/performance analysis for CoC programs, evaluators should be mindful of the balance between cost and quality of services/care.
- CoC programs are diverse in service offerings, structure, and type (e.g., single site/scattered site, families/individuals, PSH/RRH), thus it may be difficult to establish an appropriate comparator group against which to measure a program. When broken out so only like programs are compared, there may not be enough like programs to establish a reasonable range of costs.
- To provide a basis for a cost/performance analysis, consider the below options which attempt to balance a variety of considerations including accuracy/comparability, level of detail, etc.

Keep in mind the following questions when considering the options, below

- **Is cost/performance information meaningful?**
 - How will this information be used? What do we need to know for the information to be useful?
 - Will estimates or incomplete information meet PRC needs?
- **Is this effort worth the outcome?**
 - Does SSF have capacity to support the work required to conduct this analysis, considering its other priorities?
 - Do providers have capacity to participate in this process?

STEP 1: IDENTIFY SCOPE OF ANALYSIS

When this analysis was part of the CoC scoring tool, it was expected to include all CoC-funded projects. Because this analysis would be outside of the scoring process, it could have a different scope.

- **Option A:** All CoC-funded projects
- **Option B:** All CoC-funded PSH projects (because more likely to have valid comparison projects)
- **Option C:** A broader swath of Sacramento CoC programs (cons are: we may not have any information about other projects' core budgets, we may not have information about their performance, it may be difficult to establish participation, and CoC-funded projects could be disadvantaged due to costs of undertaking Federal requirements associated with their funding).

STEP 2: COLLECT LANDSCAPE OF TOTAL BUDGET

While the CoC funding provides one viewpoint about cost-efficiency, all projects receive additional non-CoC funding (e.g. grants, in-kind donations, etc.). In order to wholly understand the project costs and the total available budget, SSF/HomeBase must establish each project's full scope of funding, which has been a sticking point in similar analyses in the past.

OPTION A	OPTION B	OPTION C
<p>Ask agencies to self-report detailed budget info for their projects (funding sources, allocations, etc).¹</p> <p>Benefits of Approach:</p> <ul style="list-style-type: none"> • Most detailed budgets/line items. • Most complete budgets. <p>Negatives of Approach:</p> <ul style="list-style-type: none"> • Budget formats and line items will vary significantly. • Significant burden on providers, and on SSF/HomeBase to obtain budgets. 	<p>Use other sources of information, such as 2017 audits or other funding sources, to construct comparable budgets as able.</p> <p>Benefits of Approach:</p> <ul style="list-style-type: none"> • Less burden on providers. • Information has been independently verified. <p>Negatives of Approach:</p> <ul style="list-style-type: none"> • Budgets and line items will have significant gaps. • Analysis will rely on estimates/assumptions that may be incorrect. • Specifically, allocating costs to the project-level may not be possible. 	<p>Use total budget amounts provided in question 1 of the CoC 2018 supplemental application questions, or request an updated budget amount to reflect any changes since summer 2018.</p> <p>Benefits of Approach:</p> <ul style="list-style-type: none"> • Holistic and high level, allows for quick comparisons. • Least burden on providers. • Easy to collect. <p>Negatives of Approach:</p> <ul style="list-style-type: none"> • Least comprehensive budget information (e.g. no line items). • Relies on accuracy of question 1 of supplementary application.
<p>Level of Detail:</p> <ul style="list-style-type: none"> • Most detailed. • Includes all funding sources and line items. 	<p>Level of Detail:</p> <ul style="list-style-type: none"> • Somewhat detailed. 	<p>Level of Detail:</p> <ul style="list-style-type: none"> • Least detailed. • No line items or funding sources.

¹ Homebase also considered proposing that projects be asked to fill in a form for the budgets for each of their programs. In our experience, that requires significantly more effort from providers, and results in less reliable or less accurate information than requesting program budgets in the form the agency uses.

OPTION A	OPTION B	OPTION C
	<ul style="list-style-type: none"> Includes as many line items and funding sources as readily available, some gaps. 	<ul style="list-style-type: none"> Focus on high level and overall budget.
Accuracy/Comparability of Budgets: <ul style="list-style-type: none"> Less comparable, more accurate. Accounting practices vary significantly, which makes comparisons difficult. 	Accuracy/Comparability of Budgets: <ul style="list-style-type: none"> Less comparable, less accurate. Accounting practices vary significantly, which makes comparisons difficult. Much of the information relied upon would be agency-level, and allocations to project-level during analysis would be unreliable. 	Accuracy/Comparability of Budgets: <ul style="list-style-type: none"> More comparable, moderately accurate. Each CoC-funded agency had to provide this information in their 2018 supplementary project applications. Because this approach only considers total budgets and not line items, there are fewer chances for inconsistency.
Burden on Providers: <ul style="list-style-type: none"> Significant. Providers will need to manually provide information, which will require staff capacity. 	Burden on Providers: <ul style="list-style-type: none"> Little to none, unless we ask providers to review the analysis, in which case significant. 	Burden on Providers: <ul style="list-style-type: none"> Little to none.
Overall Work Required: <ul style="list-style-type: none"> Significant. Significant work required for both SSF and providers. 	Overall Work Required: <ul style="list-style-type: none"> Moderate to significant. Some work required by SSF and HomeBase to pull audits and reconstruct information into comparable budgets. 	Work Required: <ul style="list-style-type: none"> Minimal. Because these totals are already accessible, they require little effort to pull.

STEP 3: COMPARE COSTS (INPUTS) TO PERFORMANCE MEASURES (OUTPUTS)

Once budgets are collected, HomeBase/SSF can compare costs to actual outcomes. HomeBase proposes to evaluate the costs in comparison to a few select performance measures, since all projects are required to evaluate and submit their performance measures and outcomes on an annual basis.

There are multiple measures that could provide salient information about cost effectiveness, including:

- The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness
 - Analyze the costs per client who retained housing once housed
- Employment and Income Growth for Homeless Persons
 - Analyze the costs per client who maintain or increase income
 - Compare the average income growth to the budgets
- Successful Placements into Permanent Destinations
 - Analyze the costs per client who maintain housing
 - Analyze the costs per client who access housing

Additionally, HomeBase proposes a comparison of total costs versus number of beds, total number served, and total households served in order to calculate an estimated cost per bed, per person, and per household at each program.

SACRAMENTO RAPID RE-HOUSING ANALYSIS PROPOSAL

UNDERSTANDING THE NEED & GOALS OF RAPID RE-HOUSING (RRH) ANALYSIS

- (1) What is driving the need for analysis? What do you want to know?
- (2) Once the analysis is complete, what does the PRC hope to do with this information?
 - Amend performance benchmarks

According to the National Alliance to End Homelessness (NAEH), the effectiveness of a RRH program is determined based on a program's ability to accomplish the models three primary goals:

 - *Reduce the length of time program participants spend homeless,*
 - *Exit households to permanent housing, and*
 - *Limit returns to homelessness within a year of program exit.*
 - Inform investment in system resources
 - Provide TA/training to RRH projects
 - Inform CoC scoring tool measures
 - Inform revisions to RRH Written Standards (mandatory for CoC and ESG funded programs)
 - Other

IDENTIFY SCOPE OF ANALYSIS

(1) Which programs/funding streams should be analyzed?

OPTION A: CoC-funded RRH	OPTION B: ESG-funded RRH	OPTION C: CoC, ESG, HSP, and SSVF-funded RRH
Scope of Analysis: <ul style="list-style-type: none"> • <u>Most Narrow</u> (one provider, project budget: \$476,742) Coordination Required: <ul style="list-style-type: none"> • Coordination with single entity who is already a CoC partner, <i>Lutheran Social Service</i> Challenges: <ul style="list-style-type: none"> • Limited scope 	Scope of Analysis: <ul style="list-style-type: none"> • <u>Less Narrow</u> (one provider, project budget: \$951,093) Coordination Required: <ul style="list-style-type: none"> • Coordination with single entity who is already a CoC partner, <i>Volunteers of America</i> Challenges: <ul style="list-style-type: none"> • Limited scope 	Scope of Analysis: <ul style="list-style-type: none"> • <u>Broad</u> (multiple providers, project budgets TBD) Coordination Required: <ul style="list-style-type: none"> • Coordination with multiple partners who fall outside the CoC, ie. County and Vets Orgs Challenges: <ul style="list-style-type: none"> • Non-CoC providers do not use HMIS as primary data system, could affect data quality • May be difficult to engage non-CoC providers to share data and materials

(2) **What should be analyzed within each program?** (this list is merely a starting point for consideration)

- Program components
 - Housing Identification:
 - Dedicated program staff who identify and recruit landlords
 - Supports and services available to landlords
 - Rent and Move-In Assistance
 - Type of assistance available – rent, arrears, security deposit, move-in, utility assistance etc.
 - Approach used to determine duration and amount of assistance available
 - Program timelines for issuing assistance
 - RRH Case Management and Services
 - Types of services available through the program (non-referral) - mediation, legal assistance, employment search, benefits applications, credit repair, budgeting, etc.
 - Method of case management provision – in-home or in-agency
 - Case management ratios
- Performance metrics over time and among programs, including:
 - Length of time participants spend homeless
 - Permanent housing success rates
 - Returns to homelessness
 - Number of participants served
 - Duration of program assistance
- Compliance with existing CoC policies
- Other

ROLE OF PRC IN ANALYSIS

- What should be the role of PRC in the RRH analysis?
 - Interview providers
 - Review data
 - Review final report
 - Other