WELCOME & INTRODUCTIONS

• Name

• Organization

• What brings you to this meeting?
OBJECTIVES FOR TODAY

• Learn the what and why of performance measurement

• Contribute feedback to the Strategic Plan Update
  • Develop guiding principles
  • Review different community examples
  • Begin to set baselines & targets; identify next steps
FOUR KEY STAKEHOLDER GROUPS

- Leadership
- Strategic Plan Update
- Program Staff
- Consumers
- Targeted Community Groups
TEN YEAR PLAN

• “Full participation from all sectors is required to annually determine expected outcomes, benchmarks, completion dates, cost savings, and the level of action needed to unfold the Plan over the next 10 years.”

• “System level service integration allows people and information to move easily between programs, thus maximizing the likelihood of successful outcomes, facilitating people’s transition from homeless services to community-based services once housing is regained, and allowing evaluation of outcomes and resource use from a system-wide perspective.”
WHAT IS PERFORMANCE MEASUREMENT?

Performance measurement is a process that systematically evaluates whether your efforts are making an impact on the clients you are serving or the program you are targeting.
WHY MEASURE PERFORMANCE?

Understand **whether current activities are working** to achieve intended results.

Drive program **improvement** and **share information** on effective practices with others.

Ensure a **common understanding** among all partners, staff, and consumers of what you intend to achieve and how you intend to do it.

Communicate and advocate for **community support**.

Accomplish your goals.
HEARTH ACT: COC PERFORMANCE INDICATORS

- The length of time that individuals and families remain homeless
- The extent to which individuals and families who leave homelessness experience additional spells of homelessness
- The thoroughness of grantees in reaching homeless individuals and families
- Overall reduction in the number of homeless individuals and families
- Job and income growth for homeless individuals and families
- Success at reducing the number of individuals and families who become homeless
- Other accomplishments related to reducing homelessness.
FY 2013 NOFA PERFORMANCE & STRATEGIC PLANNING OBJECTIVES

1. Increase progress towards ending chronic homelessness
2. Increase housing stability
3. Increase project participants income
4. Increase the number of participants obtaining mainstream benefits
5. Using rapid re-housing as a method to reduce family homelessness
PERFORMANCE MEASUREMENT ELEMENTS

- Inputs: Resources dedicated to, or consumed by, the program
- Activities: What the program does with the inputs to fulfill its mission
- Outputs: The direct products of program activities (volume of work accomplished)
- Outcomes: Benefits or changes among clients during or after program activities

Questions:
- Should we change use of resources to expand impact?
- How should we spend our resources?
- How do we document our efforts?
- What did our efforts achieve?
- Should we change use of resources to expand impact?
HOW TO CONVERT GOALS INTO OUTCOMES

Step 1: Who is the base for measuring results?

Step 2: What do you hope to achieve with the population?

Step 3: Within the base, how many persons achieved it?

Step 4: Within the base, how many people achieved the goal?

Who is the base population for measuring results?

% Outcome

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QUESTIONS FOR BREAK-OUT DISCUSSION

• Why is performance measurement important in Contra Costa?

• What do you hope to achieve through performance measurement?
REVIEW OF COMMUNITY EXAMPLES
PERFORMANCE MEASURES & REPORTS

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Advancing Solutions to Homelessness
COLUMBUS, OH

Community Shelter Board (CSB) developed a performance measurement system with HMIS-based program standards

- **Annual evaluation**: HMIS-based goals and outcomes
- Quarterly system and program **indicator reports**: used to identify systems and programs “of concern”
- **Annual community report** on homelessness: uses annual, trend, and PIT data

Reports issued to Board of Trustees, CoC Steering Committee, funders, and online (www.csb.org)
### FY12 EMERGENCY SHELTER

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<th>Nightly Occupancy</th>
<th>Average Length of Stay (Days)</th>
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<td>Outcome Achievement</td>
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EXCERPT FROM CSB QUARTERLY SYSTEM & PROGRAM LEVEL INDICATOR REPORT
Alameda County’s EveryOne Home Plan strategies include measuring success and reporting outcomes. The plan establishes outcomes that:

- Focus on real change
- Are meaningful
- Are measurable
- Are realistic
- Are regularly assessed
EXEMPLARY FROM 2011 EVERYONE HOME ACHIEVING OUTCOMES PROGRESS REPORT
PERFORMANCE MEASUREMENT PROCESS

1. Identify Indicators
2. Set Targets
3. Measure Performance
4. Report Performance
5. Make Improvements

The process is cyclic, starting with Identify Indicators and ending with Make Improvements.
1. IDENTIFY INDICATORS

• Using HEARTH selection criteria, CoC priorities, and local needs, identify indicators and define performance measures relevant to CoC, funders, and local priorities

  • What impact is the CoC trying to make?
  • What indicators best reflect and convey CoC impact and achievement of the CoC’s strategic plan?
  • What indicators are used by CoC funders?
  • Work on improving System Fundamentals (data quality, coverage, depth)
2. SET SYSTEM- AND PROGRAM-LEVEL TARGETS

• Using baseline data, set system-level targets and program-level targets

  • Are you confident in your baseline data?
  • How is the CoC currently performing? Individual programs?
  • What is reasonable and achievable, but requires effort?
  • What are longer term goals, and how can interim performance targets help the CoC towards goal achievement?
  • Should performance targets be adjusted for certain programs based on target population, services provided, etc.?
3. MEASURE PERFORMANCE

- Measure program- and system-level results
  - Be thoughtful about how you pair system- and program-level results
  - Have reporting methodologies been tested?
    - Are results valid, reliable?
  - How often will performance be measured?
4. REPORT PERFORMANCE

- How will CoC performance be reported?
  - Develop meaningful reports for various audiences
- Who will receive CoC performance reports?
- How often will performance be reported?
- Will positive and/or negative achievements be highlighted?
5. MAKE IMPROVEMENTS

- As you get more confident that the data is representative, use to inform system planning.
- How can performance reports be used in a performance improvement framework?
- Performance data should inform:
  - Annual HUD CoC project selection process
  - Local public/private funding decisions
  - Identification of system needs/gaps
  - Public policy development
  - CoC goal adjustment
NEXT STEPS

Meetings of a Performance Measures subcommittee to work on:

- Identify Indicators
- Set Targets
- Measure Performance
- Report Performance
- Make Improvements