

Measuring Progress - Achieving Outcomes

2010 Progress Report on Ending Homelessness in Alameda County, CA

July 2011

by



**Alameda County
Housing and Community Development Department
HMIS - InHOUSE**

Aspire Consulting LLC



Acknowledgements

This report is the culmination of nearly three years of work on behalf of local providers and funders to identify outcome measures from the individual program level to the system as a whole that would allow the community to understand its progress toward ending homelessness and be accountable for achieving success. The data in this report represents an important milestone in the use of the local Homeless Management Information System (HMIS). Alameda County always envisioned an HMIS that served as a strategic planning and evaluation tool as well as enabled grantees to comply with federal funding requirements by the US Department of Housing and Urban Development (HUD). This report generated from our local HMIS, known as InHOUSE, will support our efforts to improve the system of care and bring about an end to homelessness.

EveryOne Home wishes to acknowledge the work of the many people and organizations responsible for bringing this project to fruition, especially:

Funders of the Outcomes Development Initiative

Alameda County Behavioral Health Care Services (BHCS)
Alameda County Housing and Community
Development Department (HCD)
Alameda County Social Services Agency
City of Berkeley
City of Oakland

EveryOne Home Leadership Board

See Attachment A for a full list of members

Outcomes Development Workgroup

See Attachment A for a full list of members

Consultants to the Outcomes Development Initiative

Kathie Barkow, Aspire Consulting
Katharine Gale, Katharine Gale Consulting

EveryOne Home Performance Management Committee

See Attachment A for a full list of members

Kathie Barkow and Elaine de Coligny,

Co-Authors of this Report

Funders of the InHOUSE HMIS System

City of Alameda
City of Albany
City of Berkeley
City of Dublin
City of Emeryville
City of Fremont
City of Hayward
City of Livermore
City of Newark
City of Oakland
City of Piedmont
City of Pleasanton
City of San Leandro
City of Union City
County of Alameda, Housing and Community
Development Department

Agencies and Jurisdictions Using InHOUSE HMIS System

See Attachment A for a complete list

HMIS Staff who designed the InHOUSE performance reports and generated the data for this report

Patrick Crosby, System Administrator
Jeannette Rodriguez, HMIS Coordinator

EveryOne Home looks forward to continuing to provide data and similar reports that help this community understand its impact on ending homelessness.



Introduction and Background

The EveryOne Home Plan to prevent and end homelessness in Alameda County by the year 2020 was published in 2006. An organization by the same name was launched in 2007 to lead the implementation of that plan. Since then EveryOne Home and community stakeholders have been working hard to honor the Plan's charge to "measure success and report outcomes," the fourth of the plan's five major strategies.

The data presented in this report reflects the performance of the system of care from January through December 2010 on outcome measures related to housing, income and system efficiencies such as how quickly housing or employment is obtained. It includes some comparisons to 2009 data, but does not comment on whether changes are statistically significant. The measures discussed in this report represent the community's best thinking on how to evaluate our progress toward ending homelessness through achieving the outcomes expressed in both the federal HEARTH Act and the EveryOne Home Plan. The EveryOne Home system-wide outcomes first adopted in 2008 are:

1. 15,000 homeless households obtain permanent housing by January 2020;
2. The amount of time between disclosure of a housing crisis/homelessness and stabilization or residence in permanent housing is reduced from months, even years, to weeks;
3. 85% of those that obtain permanent housing will maintain it for at least one year and 65% will maintain their housing for at least 3 years.

The goals included in the HEARTH Act passed in 2009 are similar:

1. Reduce the length of time individuals and families remain homeless (the federal goal is 30 days);
2. Reduce the rate at which individuals and families who are housed return to homelessness;
3. Ensure all homeless individuals and families in a given region are served;
4. Grow jobs and income for homeless individuals and families;
5. Reduce the number of individuals and families who become homeless; and
6. Reduce the overall number of homeless individuals and families.

At the federal level, communities will be evaluated on their progress toward these goals as a system rather than individual agencies, and our performance will affect the amount of federal homeless assistance dollars available to Alameda County in the years to come.

In order for a system to meet the expectations of the HEARTH Act, individual programs must perform well on outcome measures that are appropriate to their role in the system of care. In 2010 EveryOne Home launched a community process to develop standardized outcomes and performance benchmarks for each sector of our system. Programs were divided into the following sectors (which is how they are labeled on the charts in this report):

- Emergency Shelter (ES)
- Transitional Housing (TH)
- Permanent Supportive Housing (PSH)
- Rapid Re-Housing (RRH)
- Prevention (Prev)
- Drop In Center (DIC)
- Outreach (Outreach)
- Employment Programs (Emp. Prog.)
- Services Only programs tied to Permanent Housing (SO-tied to Perm)
- Services Only programs with Case Management not tied to permanent housing (SO-CM only)

By May, 2010, the community adopted standardized outcome measures. Some such as “exiting with income” or “exiting to known destinations” apply to all sectors. Others are specific to one or several sectors. For example, the outcome “avoiding exits to streets or shelter” applies to Emergency Shelters, Employment Programs, and Services Only-Case Management only sectors. Benchmarks, the rate at which outcomes measures are to be achieved (i.e. 65%, 40%, etc.), were established based on the sector’s actual performance in 2009. In most cases 25% of agencies were already performing at that benchmark rate. In addition, the community determined that programs demonstrating a difference of at least 10% points in performance above the prior year would be viewed as meeting expectations even if they had not yet reached the benchmark. See Attachment B for a chart of outcome measures and benchmarks by sector.

The ultimate goal of the EveryOne Home outcomes initiative is for all providers to be performing at or above the benchmarks. The community anticipated it would take several years to meet that goal because the established benchmarks were a stretch for many programs, data collection and reporting capacity were still under development, technical assistance would be required, and programs needed time to realize the impact of any changes to their service delivery approach. There was also concern that programs that targeted specific populations (i.e. families versus single adults) or had differing program types (i.e. winter versus year-round shelter) might perform differently over time and need different benchmarks. Several factors including but not limited to those noted above that could influence performance rates were statistically analyzed and accounted for during the process of creating the benchmarks. Such factors and their impact on performance will continue to be monitored over time. This report does explore the potential impact of program size on outcome performance, but not target populations or program design. Given the multi-year nature of this effort, the community chose to focus on the following **year one priorities**:

- Reducing rates of exit from programs to unknown destinations
- Beginning outcomes tracking within agencies
- Preparing for HMIS generated outcomes reporting to jurisdictional funders
- Ensuring complete and accurate data input
- Improving rates of homeless persons accessing permanent housing and doing so more quickly
- Developing and producing outcome reports to be generated by InHOUSE

EveryOne Home can report substantial **progress on all year one priorities**:

- Exits to unknown destinations dropped from 42% to 19% for all exits across the system.
- All providers using Alameda County’s local HMIS (InHOUSE) can generate a standard outcome report that captures nearly 85% of the sector-specific outcome and efficiency measures adopted in May 2010. Several local funders have incorporated the outcomes into their funding contracts for the current fiscal year and are accepting HMIS reports as progress reports.
- Many agencies have undergone substantial data cleaning guided by new policies for exiting inactive program participants within specific timeframes. HMIS data is more complete and accurate than it has ever been.
- The system demonstrated an 18% increase in the rate of persons exiting programs with permanent housing from 28% in 2009 to 33% in 2010.
- This report is the product of data reports generated by Alameda County’s HMIS, which enables us to look at individual program, sector, and system wide performance with de-duplicated counts for individuals served.

EveryOne Home and community stakeholders’ endeavor to understand, direct and improve performance is still a work in progress. This report is the first effort to put local performance data in front of the community. It gives us a baseline of information from which we can improve both our performance and our measurement of that performance. It is intended to support our growth and learning as we seek to better serve those in our community facing homelessness.

Housing

➤ Obtain Permanent Housing

Overall the system improved the rate of exits to permanent housing (PH) from 28% in 2009 to 33% in 2010. The Rapid Re-Housing, Drop In Center, and Outreach sectors met or exceeded their benchmarks in 2010, with the latter two sectors demonstrating improvement since 2009. The Emergency Shelter and Transitional Housing sectors both saw a 4 point improvement over 2009. The Employment Program sector stayed the same; the Services Only-Case Management sector saw a drop from 80% in 2009 to 31% in 2010. This sector has only four programs, one of which was just added to InHOUSE in 2010. The other three closed a number of inactive cases from several prior years due to new exit policies. These factors likely influenced this drop. New rapid re-housing funding in the county helped propel the increase in permanent housing for people receiving services at drop in centers and outreach programs.

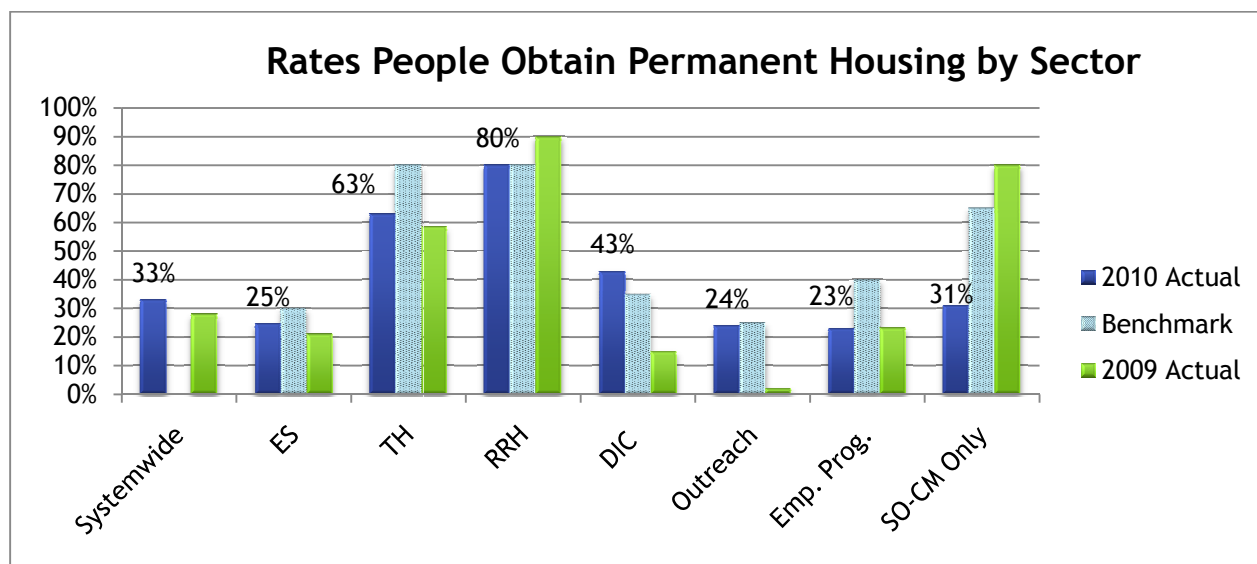
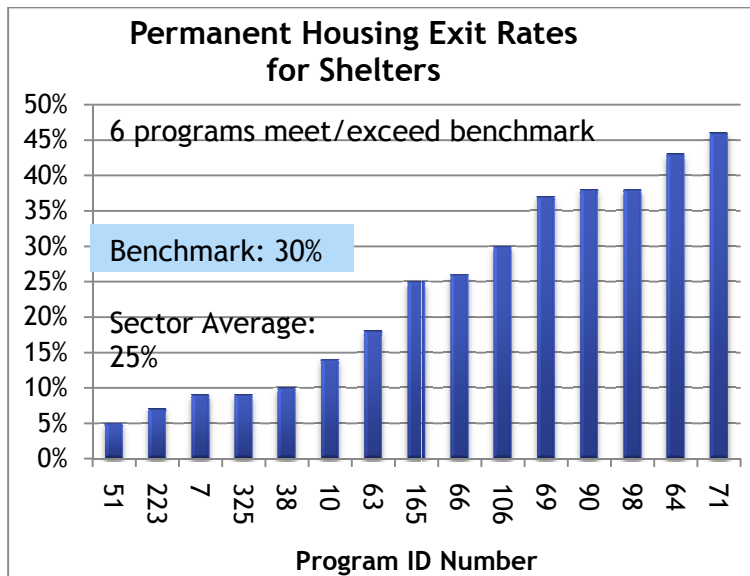


Figure 1 Percentage labels indicate 2010 Actuals Source: InHOUSE Report “Outcomes v11.06.29” (run systemwide w/o HPRP and by sector for RRH, Emp and SO-CM), 2010 Alameda County.

Emergency Shelter (ES) Sector: Fifteen emergency shelters in Alameda County conducted 3,100 exits from their programs in 2010. This is a duplicated count of persons as some people used more than one shelter in 2010. The number of exits per program ranged from 34 to 479 with:

- Five shelters (one-third) had 100 or less exits
- Four shelters with 101-200 exits
- Two shelters with 201 – 300 exits
- Two shelters with 301 – 400 exits
- Two shelters with 401 – 500 exits

The tables below display the rates of exits to permanent housing for each shelter in the sector labeled by HMIS Program ID number. Two emergency shelters have their program subdivided for internal tracking, giving them multiple HMIS ID numbers, even though people are served in the same building. In those cases all outcomes are listed in the graph by the program’s lowest HMIS ID number.



Highlights

Seven of 15 shelters (46%) met the goal by meeting/exceeding the benchmark or demonstrating a 10 point improvement. (One shelter began using InHOUSE in 2010; improvement was not measurable.)

Two more programs are within 5% points of the benchmark.

In programs 69 and 71, 75% of PH exits are within 60 days.

Figure 2 Source: InHOUSE Report "Outcomes v11.06.29" (run for each program(s)), 2010 Alameda County.

Figures 3 and 4 examine the permanent housing exit rates in shelters by bed capacity of each program, Figure 3 for 18-39 bed facilities and Figure 4 for larger facilities. In Figure 3, six shelters have 25 bed capacities with a range of permanent housing exit rates from 9% to 46%. The larger facilities range in size from 50 beds to 125 beds and demonstrate a similarly wide range of exit rates to permanent housing (5% to 38%). Bed capacity as an indicator of the size of the program and number of exits appears to have no correlation to outcomes in emergency shelters.

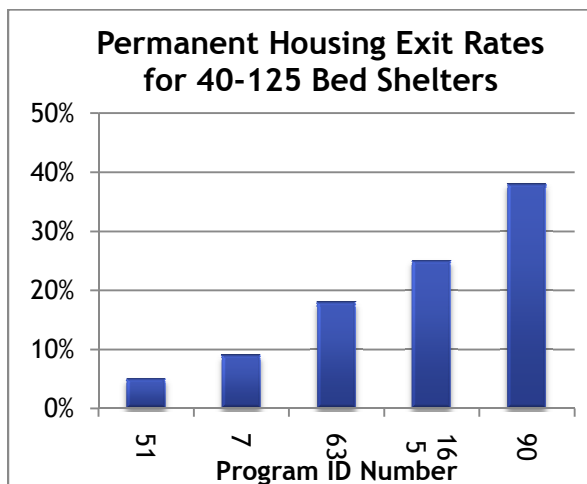


Figure 3

Figure 4

Source: InHOUSE Report "Outcomes v11.06.29" (run for each program(s)), sorted by bed capacity, 2010 Alameda County.

This report did not examine if the exit rates to permanent housing are influenced by program design or target population. A few shelters are purely for overnight emergency lodging while others are designed as feeder programs into transitional housing programs. As all shelter providers work to more quickly rehouse a greater number of program participants, ongoing analysis and technical assistance will help uncover and share best practices and determine modifications needed to program designs and/or performance benchmarks. **In 2009, only one quarter of shelters met this benchmark; in 2010 over 45% now do. We need to capitalize on this progress and share knowledge of what works.**

Transitional Housing (TH) Sector: Thirty one transitional housing programs had 769 exits in 2010. This is also a duplicated count of persons as 5% of participants had more than one exit from TH in the year.

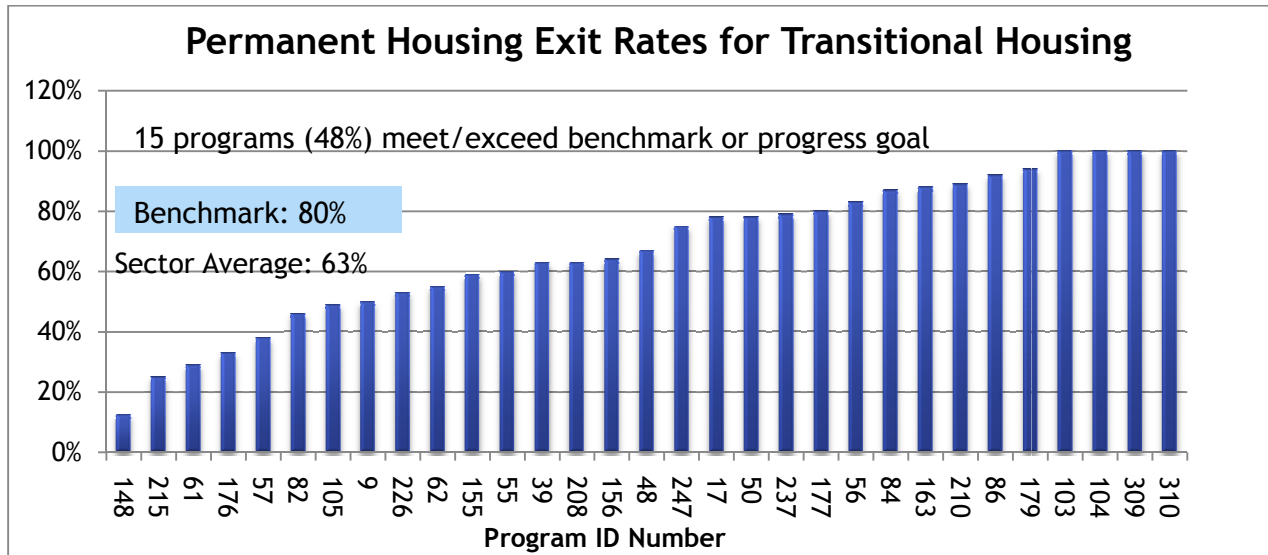


Figure 5 Source: InHOUSE Report “Outcomes v11.06.29” run for each program, 2010 Alameda County.

Highlights

The current HUD national goal is for transitional housing programs to exit 65% of their participants to permanent housing. Nineteen programs (61%) met the national standard.

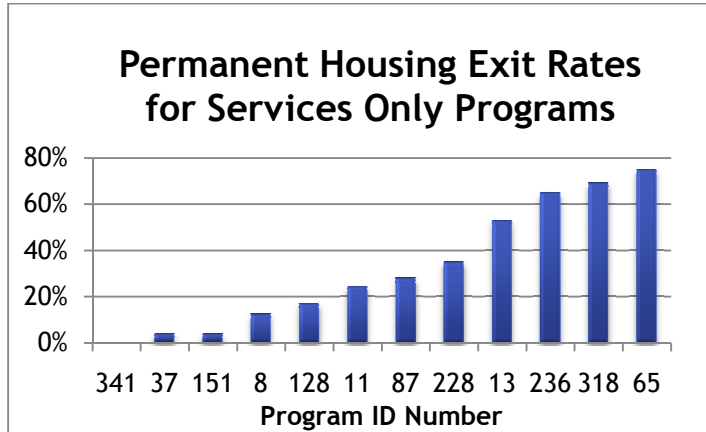
Three of the four programs with 100% exits to PH rates are subsidy-based projects where participants remain in the rental unit at exit and transition off the subsidy. Program 104 is a facility-based program, where participants must move at exit, that also achieved the same 100% outcome rate.

Fifteen programs met or exceeded the benchmark. Four additional programs are very close to meeting the 80% benchmark with rates ranging between 75% and 79%.

As the following chart indicates, bed/program capacity is smaller for transitional housing than emergency shelters in Alameda County. In smaller programs an increase or decrease of just a few people can have a substantial impact on performance rates. Fewer of the 1-19 person capacity programs met the benchmark in 2010 when compared to their larger counterparts. More analysis is needed over time before concluding how size of programs correlates to rates of exit to permanent housing. At least one program of each size exited 100% of its residents to permanent housing in 2010.

Size	Number of Programs	Range of 2010 PH Exit Rates	Number of Exits in 2010	# Programs with 100% Exit to PH	% (#) Programs Meeting Goal
1 – 19 person capacity	13	13% - 100%	185	2	46% (6)
20 – 39 person capacity	12	29% - 100%	311	1	50% (6)
40 + person capacity	6	46% - 100%	263	1	67% (4)

Services Only Sectors: The Programs presented below include Outreach, Drop In Centers, Employment, and Services Only–Case Management programs. These are small sectors with only two to four programs in each of them and can have wide variation in program design and target population. They often work in tandem with emergency shelter or transitional housing programs, helping participants with income supports and other service needs, while the housing program works on permanent housing, avoiding a duplication of services, and possibly impacting the sector’s performance on this measure. Nevertheless, nearly half of the Services Only programs (5 of 12) met the benchmark.



Highlights

Three of the four programs exceeding 50% are DICs.

SO-CM Only programs show a great variance ranging from 0% to 69% as do DICs, ranging from 4% to 75%.

New policies about exiting persons from Services Only programs in HMIS lent to more exit data than in 2009.

Figure 6 Source: InHOUSE Report “Outcomes v11.06.29” (run for each program), 2010 Alameda County.

Types of Permanent Housing Obtained: Two-thirds of persons who exit the system to permanent housing do so to unsubsidized permanent housing, which includes rental housing with no subsidy (43%) and family or friends on a permanent basis (22%). Less than half a percent exited to Board and Care or VASH-subsidized housing¹, and are not reflected in this chart.

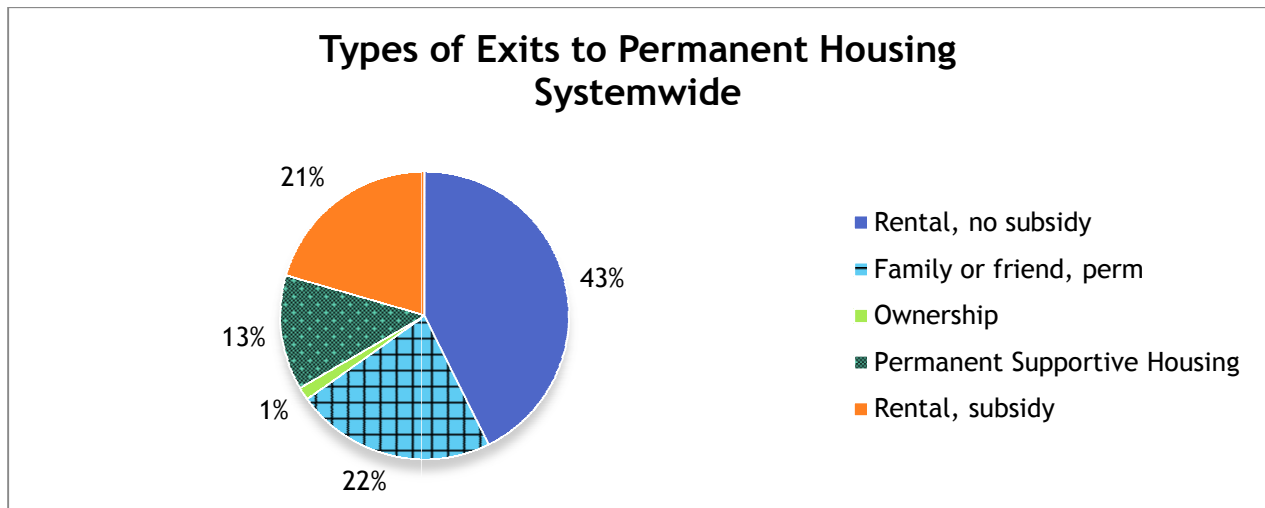


Figure 7 Source: InHOUSE Report “Outcomes v11.06.29” (run system wide without HPRP), 2010 Alameda County.

➤ **Retain Permanent Supportive Housing**

Housing retention is measured at six months, twelve months, and three years to comply with local and federal outcomes measures. Permanent Supportive Housing (PSH) programs are very close to exceeding

¹ VASH subsidies are rental assistance vouchers targeted to veterans, funded by the Veterans Administration, managed by HUD.

the 6 month and 12 month benchmarks. The rate of 92% of persons remaining in PSH for six months or longer far exceeds the federal goal of 72%. The largest cohort of persons in PSH has been in residency for 13 – 24 months.

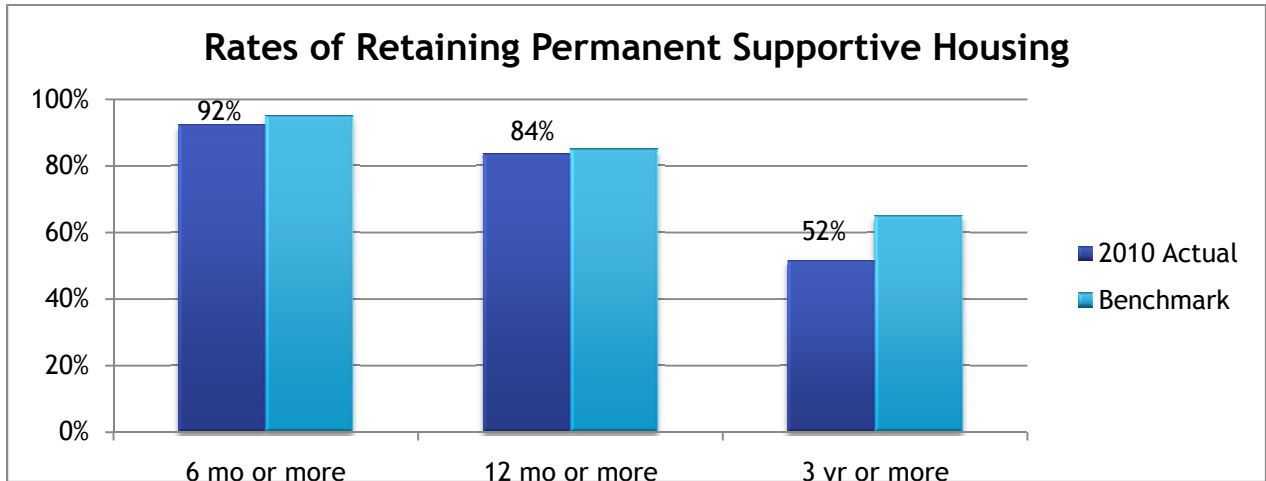


Figure 8 Length of Residency for Exited and Current Residents as of 12/31/2010 Source: InHOUSE HUD 40118 APR BETA for PSH.

➤ Turnover In Permanent Supportive Housing Programs

EveryOne Home and community stakeholders recognize that people with disabilities stabilize while in permanent supportive housing and may not always need the level of service and subsidy provided in such programs. When it is in the best interest of a participant, programs are encouraged to help people move to other less costly, less service-rich permanent housing. This strategy increases availability of PSH to currently homeless, disabled individuals. Approximately 11% of PSH tenants exited their units in 2010. Of those who exited PSH, 56% exited to some other form of permanent housing. More than one third (36%) of the permanent housing exits from PSH were to less expensive permanent housing, split between rental housing with subsidy, rental housing without subsidy, and friend or family on a permanent basis.

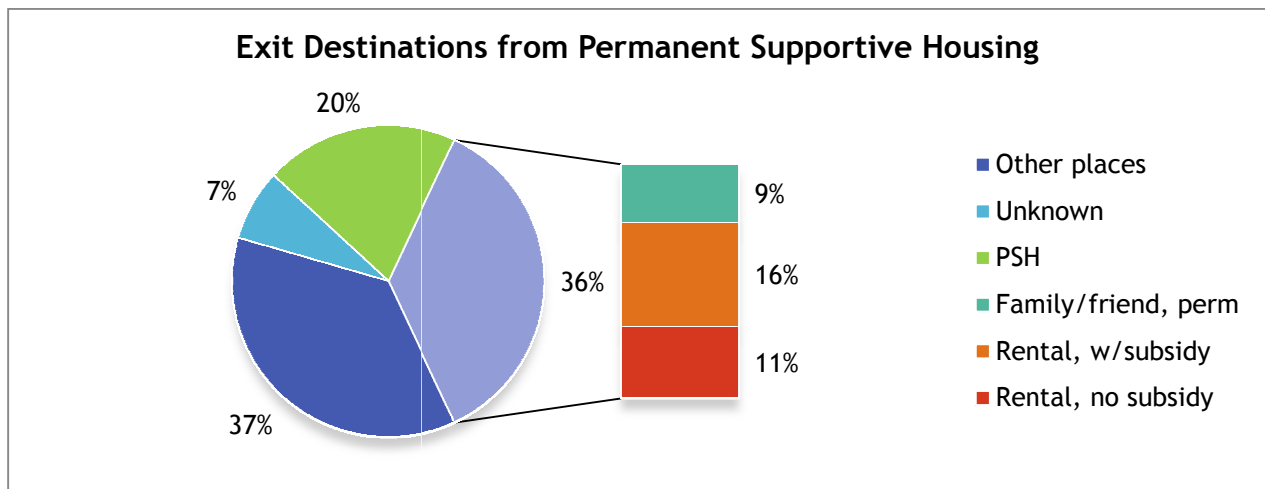


Figure 9 **"Other places" includes ES, TH, streets, deceased, friends and family on a temporary basis. Source: InHOUSE Report "Outcomes v11.06.29" (run for PSH sector), 2010 Alameda County.

Income

➤ Change From No Income To Some Income

Systemwide, 12% of adults who enter a program with no income have an income at exit. The rate is down from 19% in 2009. Four of the 10 sectors exceeded their benchmark for this outcome. Rapid Re-Housing shows the greatest increase between 2009 and 2010 (from 0 to 13%), with smaller increases by Transitional Housing, Permanent Supportive Housing and Outreach. The 2010 decrease for other sectors and the system as a whole may be related to the economy or to use of a new standard definition of earned income starting in 2010.

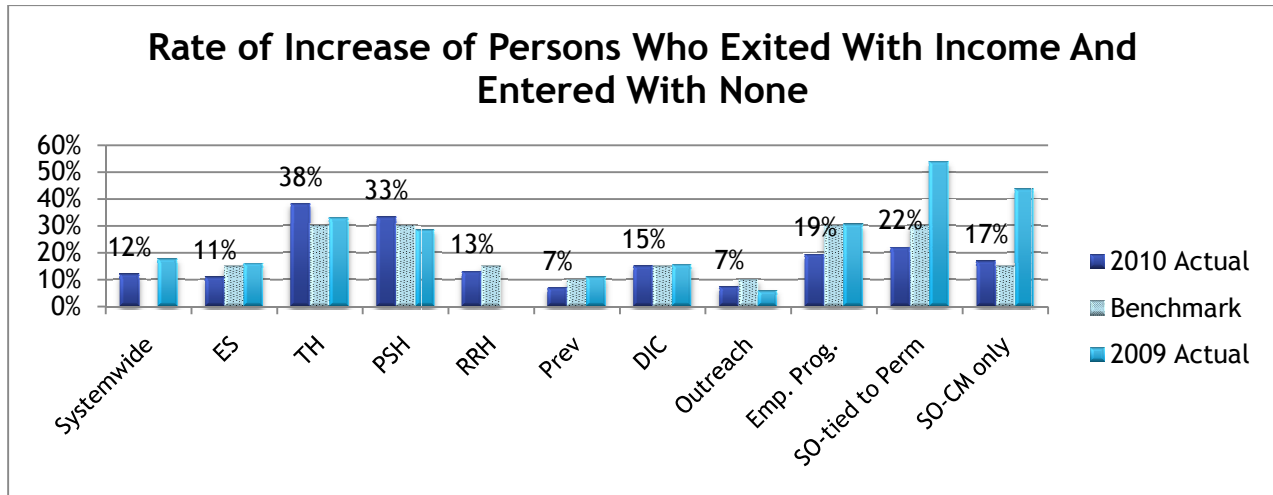


Figure 10 Percentage labels indicate 2010 Actuals. Source: InHOUSE Report “Outcomes v11.06.29” (run systemwide with HPRP and by sector for Emp, SO-P and SO-CM), 2010 Alameda County.

➤ Earned Income

Rate of exiting with earned income is a federal outcome and therefore has been adopted locally. Systemwide, 23% of adults exited with earned income, up from 18% in 2009. All sectors are currently below the sector benchmark. The first three sectors are virtually identical between 2009 and 2010. Prevention and Rapid Re-Housing programs improved their exits with earned income, while Employment Programs and Service Only programs decreased in 2010.

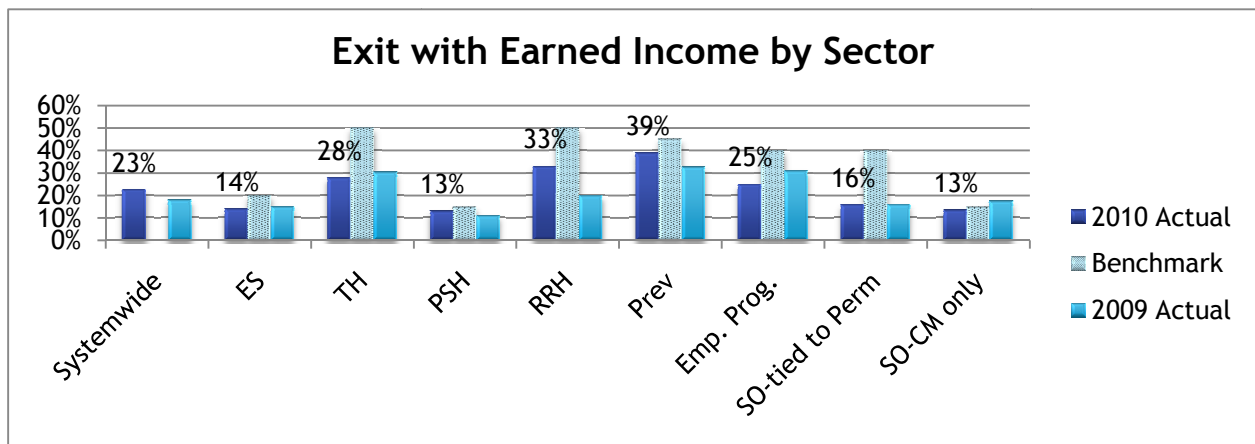


Figure 11 Percentage labels indicate 2010 Actuals. Source: InHOUSE Report “Outcomes v11.06.29” (run systemwide with HPRP and sector reports for Emp, SO-P, and SO-CM), 2010 Alameda County.

➤ Employment Programs

In addition to exiting people to housing faster, quicker exits with employment are also essential to the stabilization of homeless households. One employment program exited 40% of persons to employment within 13 weeks. The other improved from having 0% of persons exit with employment within 13 weeks in 2009 to 8% in 2010. Currently the reporting of this outcome only captures persons who exit the employment program, not those who obtained employment and are still participating in the program. Refinements to data collection protocols and improvements to the InHOUSE reporting tools must occur in order to fully report on this outcome in the most accurate and inclusive manner.

Benchmark	50% of those who gain employment do so within 13 weeks		
2010 Actual	30%	Difference = -20%	Range: 8% to 40%
2009 Actual	32%	Difference = -18%	Range: 0% to 38%

Figure 12 Source: InHOUSE Report “Outcomes v11.06.29” (run by program), 2010 Alameda County.

System Efficiencies

➤ Rate of Exiting to Known Destinations

Systemwide exits to “known destinations” were at 81%. While there was no set systemwide goal, this represents a substantial improvement from 58% in 2009. Known Destinations include all exit destinations other than Don’t Know, Refused, or null (unanswered). Improving this rate was an intentional focus at most agencies and within the system to ensure that all analysis was based on robust data sets. Drop In Centers and Outreach Programs showed the greatest rates of improvement on this measure. The decrease for Services Only-Case Management programs is likely tied in part to the implementation of new exit policies for inactive participants.

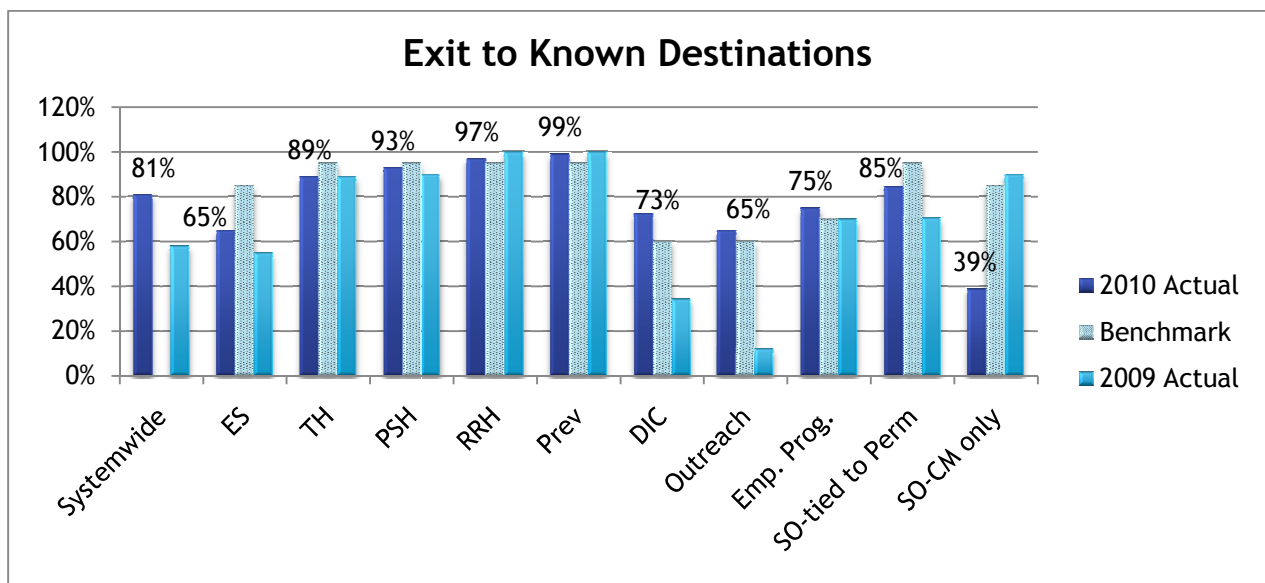


Figure 13 Percentage labels indicate 2010 Actuals Source: InHOUSE Report “Outcomes v11.06.29” (run systemwide with HPRP and by sector reports for Emp, SO-P, and SO-CM), 2010 Alameda County.

➤ Reducing exits to streets or shelter

EveryOne Home and community stakeholders aim for reductions in the rate of exits from Shelters, Employment, and Services Only-Case Management Programs back to the streets or other shelters. Rates increased for Shelters, were down for Employment Programs, and stayed the same for SO-CM only programs. All three sectors exceeded their benchmark goals.

Exits to Streets or Shelter	Emergency Shelters	Employment Programs	Service Only-CM only
2010 Actual	17%	13%	1%
2009 Actual	8%	19%	1%
Benchmark	less than 30%	less than 40%	less than 20%

Figure 14 Source: InHOUSE Report "Outcomes v11.06.29" (run by sector for ES, Emp, SO-P, and SO-CM), 2010 Alameda County.

➤ Return to homelessness

In 2010 the systemwide rate of return to homelessness was 7%. This rate is the proportion of the number of people exiting to permanent housing that subsequently reenter HMIS as homeless within twelve months, for the average of the months January - March 2010. Homeless is defined by entering a shelter or transitional housing program or entering any other program with a housing status of "literally homeless". Rates vary from a high of 24% for emergency shelters to a low of 3% for HPRP programs, which include both prevention and rapid re-housing. The federal and local goal is that less than 10% of those who exit to permanent housing subsequently return to homelessness.

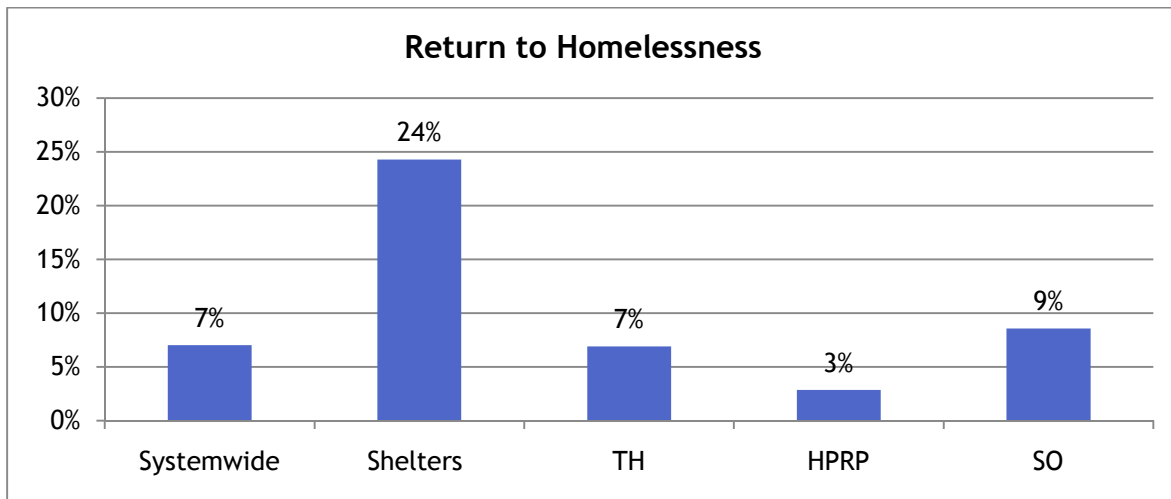


Figure 15 Source: InHOUSE Report "Returns to Homelessness v 11.05.31", run by systemwide with HPRP and by sector, 2010 Alameda County.

➤ Length of Stay

Measuring the length of stay in a given program is the best proxy EveryOne Home and community stakeholders currently have for measuring length of time homeless. Emergency shelters and transitional housing are encouraged to reduce the amount of time between program entry and exit to permanent housing, thereby freeing up bed space to serve more people over the course of a year. HMIS staff

continue to work on method for measuring total time homeless over multiple programs in order to more accurately measure how long individuals and families are staying homeless in Alameda County.

Program Type	Average Length of Stay (LOS) in days for Exited Persons	Average LOS per Exit to Permanent Housing	% of those exiting to PH who do so within 60 days
Shelter	61	89	59%
Rapid Re-Housing	124	129	
Transitional Housing	346	383	

Figure 16 Source: InHOUSE Report “Length of Stay - Averages v 11.05.31” (run for ES, RRH, and TH sectors), 2010 Alameda County.

Conclusion

EveryOne Home and community stakeholders celebrate the improvements in performance and in capacity to collect and analyze data across the system. It will help us continue the conversation about how to improve the services we deliver and the outcomes we achieve for persons facing homelessness. These efforts will include providing technical assistance, sharing of best practices, continued refinement of data collection and analysis, and retooling programs as appropriate.

The coming of HEARTH regulations and subsequent implementation will require an even greater data-focused understanding of our system of care. This report begins that process and puts Alameda County in a better position to analyze the implications of the HEARTH regulations and to more nimbly refine and/or repurpose parts of the system of care to produce the greatest results in ending homelessness.

While 2010 focused on improving data quality and producing reporting products to help this community examine itself, 2011 will emphasize achieving greater rates of obtaining permanent housing, reducing lengths of stay in residential programs, increasing income and jobs, and further improving reporting capabilities by generating length of time homeless data and monitoring return to homelessness data.

This report is the first of what will become this community’s annual performance report. EveryOne Home will continue facilitating the sharing of best practices from local agencies and national models and supporting data driven refinements to our system of care in order to ensure we achieve the outcomes to which our community is committed. 2010 has proven the ability of Alameda County’s community stakeholders and EveryOne Home to adapt, improve, and reach standards now and into the future.

Attachment A

EveryOne Home would like to thank all entities and individual who assisted with making this initial first year report possible in addition to those noted at the beginning of this report, including:

Members of the Outcomes Development Workgroup

Louis Chicoine, Abode Services
Sam Cobbs, First Place for Youth
Anne Culver, City of Hayward
Amy Davidson, City of Berkeley
Elaine de Coligny, EveryOne Home
Laura Escobar, United Way of the Bay Area
Jennifer Kriebel, Alameda Point Collaborative
Susan Shelton, City of Oakland
Liz Varela, Building Futures with Women & Children
Rick Wood, Rubicon Programs

Members of the Performance Management Committee

Robert Ratner, BHCS, Co-Chair
Riley Wilkerson, HCD, Co-Chair
Stevan Alvarado, City of Oakland
robert barrer, BOSS
Anne Culver, City of Hayward
Elaine de Coligny, EveryOne Home
Katharine Gale, Katharine Gale Consulting
Brenda Goldstein, LifeLong Medical Care
Geoff Green, Berkeley Food and Housing Project
Lucia Hughes, City of Fremont
Wendy Jackson, East Oakland Community Project
Ralph Johnson, Emergency Shelter Program
Kristen Lee, City of Berkeley
Jeff Levin, City of Oakland
Vern Smith, City of Union City
Liz Varela, Building Futures with Women and Children
Rebecca Walden, FESCO
Vivian Wan, Abode Services
Hazel Weiss, HCD
Andrew Wicker, City of Berkeley
Rick Wood, Rubicon Programs
Committee Staff: Yolanda Robles (HCD)
Patrick Crosby (InHOUSE)
Jeannette Rodriguez (InHOUSE)

Agencies and Jurisdictions Using InHOUSE HMIS System

Abode Services
Alameda County HCD
Alameda Point Collaborative
Anka Behavioral Health, Inc.
Ark of Refuge
Bay Area Youth Center
Berkeley Drop-in Center
Berkeley Food & Housing Project
Bonita House, Inc.
BOSS
Building Futures with Women and Children
City of Berkeley
City of Oakland
Covenant House
Davis Street Family Resource Center
East Bay Community Law Center
East Bay Community Recovery Program
East Oakland Community Project
FESCO
First Place Fund for Youth
Fred Finch Youth Center
Goodwill Industries, Inc.
Eden I&R, Inc.
Housing Resource Centers and their Partners
LifeLong Medical Care
Oakland Homeless Families Program
Operation Dignity
Rubicon Programs
Second Chance
St. Mary's Center
Volunteers of America
YEAH!
Women's Daytime Drop-In Center

Members of the

EveryOne Home Leadership Board

Dan Sawislak, Resources for Community Development, Co-Chair

Susan Shelton, City of Oakland Department of Human Services, Co-Chair

Elaine de Coligny, Executive Director

John Bost, Holy Cross Lutheran Church

Amy Davidson, City of Berkeley Housing & Community Services

Jill Dunner, City of Berkeley Housing Commission

Michael Ennis, Veteran's Affairs

Lt. Mark Flores, Alameda County Sheriff's Dept

Linda Gardner, Alameda County Community Development Agency, HCD

Lorena Gonzalez, City of Union City

Amy Hiestand, Consultant

Jean Hom, City of San Leandro Community Development Department, Housing Services

Meghan Horl, Community and Economic Development Agency, Oakland

Kabir Hypolite, Alameda County Dept. of Public Health, Office of AIDS Administration

Wendy Jackson, East Oakland Community Project

Brett Keteles, Alameda County Sheriff's Office, Law Enforcement Services Division

Jeff Levin, City of Oakland Community & Economic Development Agency

Terrie Light, Berkeley Food and Housing Project

Barbara Majak, Alameda County Behavioral Health Care Services

Beth Meyerson, City of Berkeley Health Services

Jane Micallef, City of Berkeley Housing & Community Services

Deanne Pearn, First Place for Youth

Robert Ratner, Alameda County Behavioral Health Care Services

Duran Rutledge, Alameda County Dept. of Public Health, Office of AIDS Administration

Suzanne Shenfil, City of Fremont

Vern Smith, City of Union City

Martin Torow, Alameda County Social Services Agency

Riley Wilkerson, Alameda County Community Development Agency, HCD

Morris Wright, BBI Construction

Andrea Youngdahl, City of Oakland Department of Human Services

Attachment B

FY 2010/2011 System-wide Outcomes and Efficiency Measures

Progress Measure: For all outcome and efficiency goals, programs can meet or exceed the numerical benchmark or show and improvement of 10 percentage points over past year's outcome rates.

Outcomes	Shelter (winter and year round shelters)	Transitional Housing (site based, scattered site, and subsidy-based programs, e.g., Linkages & Project Independence)	Permanent Supportive Housing (site-based and subsidy-based programs [e.g. Shelter + Care and HOST])	Rapid Rehousing (programs w/financial assistance and/or supp. services)	Prevention (programs with financial assistance and/or supportive services) ¹	Drop-In Centers (material support and services for homeless or unstably housed, e.g. WDDC, MASC, MSC, Henry Robinson)	Street Outreach (specifically intended to address housing, e.g. HOPE & MOP)	Service Only-Employment Programs (programs targeted to homeless or housing stability)	Service Only-Services tied to perm. Housing (e.g. Lifelong HHISN or APC Service Center for PH residents)	Services Only- Case mgmt tied to other housing (e.g. RISE, OHFP, APC Service Center for Trans Housing clients)
Obtain permanent housing	<u>30% or greater</u> ²	<u>80%</u>	Increase exits to other perm hsg by 10% over prev year	<u>80%</u>		<u>35%</u>	<u>25%</u>	<u>40%</u>	Increase exits to other perm hsg by 10% over prev year	<u>65%</u>
Maintain/retain permanent housing			95% > 6 mos 85% > 12 mos 65% > 3 years		<u>90%</u>	90% of those who have housing at entry			95% > 6 mos 85% > 12 mos 65% > 3 years	
Exiting to streets or shelter	<u><30%</u>							<u><40%</u>		<u><20%</u>
Exiting to permanent <u>OR</u> interim housing						50%	50%			
Exit with earned income	20%	50%	20%	50%	45%			40%	40%	15%
Of those adults entering with no income, an increase in those who exit with an income	<u>15%</u>	<u>30%</u>	<u>40%</u>	10%	10%	15%	10%	40%	30%	15%
Return to homelessness in 12 months				<10%						
Efficiency/Process Measures										
Occupancy	90% single/mix 85% families	90%	95%							
Exit to Known Destination	85%	95%	95%	95%	95%	60%	60%	70%	95%	85%
Time from entry to permanent housing for those obtaining permanent housing	50% of those who gain permanent housing do so within 60 days	Reduce by 10% length of time from entry to permanent housing for programs with ave. stays over 12 mos		Average of 45 days	Average 45 days for those who move; 14 days to first payment for those who stay	50% of those who gain permanent housing do so within 6 months	50% of those who gain perm. housing do so within 6 months	50% of those who gain permanent housing do so within 6 months		Reduce by 10% length of time from entry to permanent housing for programs with average stays over 6 months
Other								50% of those who gain employment do so within 13 weeks		

System-wide goal: Returns to homelessness (as measured by a new entry in HMIS) within 12 months of exit to permanent housing are less than 10%.

¹ For prevention, persons with Housing Status other than "Literally Homeless" are included.

² All italicized, underlined numbers are benchmarked on actual performance and subject to annual updating.