MEASURING SUCCESS: Performance Metrics

HUD Level Measures	CoC Program Measures	ESG Program Measures	CoC Coordination Measures
Key National Metrics of High Performing Communities	**HUD and local participant measures of program effectiveness**	**State and local participant measures of program effectiveness**	**Local agency level measures of MDHA coordination and collaboration efforts**
-Number of Homeless Point In Time Count (PIT) and Annual Homeless Assessment Report (AHAR) including	-Occupancy Rates	-Exits to Permanent Housing	-Completion of Goals and Action Items within the CoC Strategic Work Plan
-Reduction in Chronic and Veteran Homelessness	-Exits to Permanent Housing	-Housing Stability in Rapid Rehousing	-Reduction in ER Use
	-Enrollments in Mainstream Cash and Non Cash Benefits	-Enrollments in Mainstream Cash and Non Cash Benefits	-Reduction in Incarcerations
-Recidivism Rate of returns to the homeless system of care	-Household Income	-Increase in household Employment income	-Housing Utilization Rates
-Length of Stay in emergency shelter and homeless system of care	-Housing Stability in Rapid Rehousing and Permanent Supportive Housing		-Reduction in staffing turnover
	-Agency participation in CoC meetings, forums and trainings		-Increase in Supply of PSH
			-CEU hours achieved by Case Managers

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2015-2016 Continuum of Care Strategic Work Plan

MDHA
METRO DALLAS HOMELESS ALLIANCE

Building an Effective Homeless Response System

The Continuum of Care (CoC) manages the community's response to the experience and risk of homelessness in Dallas and Collin Counties. The US Department of Housing and Urban Development establishes the basic guidelines of this planning process within the Code of Federal Regulations at 24 CFR part 578.1. The CoC's core duties are to:

- Promote community-wide commitment to the goal of ending homelessness;
- Provide funding for efforts by nonprofit providers, States and local governments to re-house homeless individuals and families rapidly while minimizing the trauma and dislocation caused to homeless individuals, families, and communities as a consequence of homelessness;
- Promote access to and effective use of mainstream programs by homeless individuals and families; and
- Optimize self-sufficiency among individuals and families experiencing homelessness.

This Continuum of Care Strategic Work Plan is developed to effectively organize and utilize resources in a goal oriented, performance based, action plan that is to be carried out by the Metro Dallas Homeless Alliance, advised by the membership and committees of the Continuum of Care Assembly, and lead by the MDHA Board of Directors.

ABOUT THE WORK PLAN
The Continuum of Care Strategic Work Plan was developed from an examination of the January 2015 census and survey of persons experiencing homelessness, an inventory of housing availability for such persons, a system needs assessment survey of homeless service providers, and input received during committee meetings and a public forum. The Work Plan gives the Metro Dallas Homeless Alliance and Continuum of Care leadership a road map to build a responsive and effective system of care to reduce the number of persons experiencing homelessness, length of stay and returns to homelessness. MDHA will report quarterly on the progress in completing the plan.

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OBJECTIVE 1: Increase Progress to End Chronic Homelessness

Goal 1: Increase the supply of Permanent Supportive Housing	Goal 2: Develop Client Prioritization system for PSH Supply	Goal 3: Increase Success in Housing First model	Goal 4: Improve access to health and behavior health resources
-Conduct an RFA for new PSH in the FY2015CoC Program Cycle -Through MDHA/DHA Partnership work with DHA to develop RFA for awarding new PSH units for FY 2015 - Review and update Dallas Area PSH Plan and include new descriptions of local government contributions -Aggressively implement the 2013-2016 Dallas Area Plan for PSH -Identify housing units available and negotiate for PSH placements among existing multi-family housing stock	-Adopt CoC Policy and Procedures based on HUD CPD Notice14-012 on prioritizing PSH beds -Develop system for documenting homelessness and disability within HMIS -Develop a centralized housing wait list across the CoC. -Conduct the USICH SHOP Tool Analysis to improve targets to end chronic homelessness	-Conduct best practice trainings for PSH Agencies -Review all PSH program eligibility, application and intake policies and procedures to improve housing first approach -Develop standard reporting mechanism to measure compliance with 85% PSH for Chronic Homeless commitments by CoC programs	-Develop Health Navigators to serve unsheltered and emergency sheltered populations -Review VI-SPDAT, ANSA and substance abuse assessment tools to improve vulnerability assessment -Provide ACA Navigator Training for all housing providers

OBJECTIVE 2: Increase Housing Placement and Stability

Goal 1: Increase opportunities for best practices training among housing case managers	Goal 2: Increase Housing Placement capacity at emergency shelters	Goal 3: Have access to real-time housing vacancies and opportunities	Goal 4: Increase pool of private landlords willing to take higher risk clients
-Develop monthly Case Manager trainings on topics to improve client stability -Incentivize training -Acquire CoC wide T3 Training membership for TIC, MI and Harm Reduction -Provide one-on-one technical TA connecting DHA/Agencies to prospective landlords	- Conduct annual Supportive Housing Fair for ES/TH -Create a centralized flexible fund to cover housing deposit, critical documents and transportation related costs -Conduct process improvement analysis of housing matriculation for all PSH programs -Expand access to critical docs	-Expand Homebase website and identify 'friendly' landlords and quality group homes database -Develop PCCI/IRIS/PLEXUS housing and services referral capacity -Train agencies on ALN multi-family housing database search	-Collaborate with DHA on landlord recruitment -Create Landlord Engagement taskforce -Develop agency level eviction prevention plans and procedures -Acquire capacity to conduct Tenant Screening Reports

OBJECTIVE 3: Increase Household Employment and Benefit Income

Goal 1: Implement application process for Texas Benefits at program intake	Goal 2: Increase access to SSI/SSDI resources	Goal 3: Expand employment opportunities for reentry populations	Goal 4: Improve access to Workforce, Transitional Employment and other work experience opportunities
-Train agencies on Texas Community Partner Program -Develop incentives for agency certification in the Texas Community Partner Program	- Create SOAR Steering Committee and performance score incentives to provide peer to peer SOAR training and support -Develop information sharing agreements between health care orgs and providers to improve medical evidence for SOAR applications -Expand representative payee training and volunteers	-Advocate for 'Ban the Box' employers -Develop a job fair targeted specifically to reentry populations -Expand Goodwill Industries employment and training resources to homeless programs	-Provide Unemployment Insurance training to Case Managers -Expand opportunities for Consumers to acquire internship, peer, volunteer and temporary working opportunities within CoC agencies

OBJECTIVE 4: Increase Progress to End Family Homelessness

Goal 1: Increase agency capacity on Rapid Rehousing model	Goal 2: Increase Supportive Services resources to assure family stability	Goal 3: Quickly Identify families at imminent risk of homelessness	Goal 4: Address developmental and educational needs of children in homelessness
-Create a RRH Learning Collaborative among CoC and ESG programs -Develop a Family Track within the Coordinated Access System -Develop continual performance and experience metrics for existing ESG and RRH programs -Develop CoC RRH rental subsidy policy	-Develop property/site based supports for case management through master lease-type agreements between agencies and property owners -Conduct a Family "Homeless Connect" Event -Increase Trauma-Informed Care practices within agencies through training and technical assistance	-Develop Coordinated Assessment Homeless Hotline --Conduct eviction rate study from JP records -Create Homeless Prevention resource guide -Create capacity within ES to serve documented/undocumented families -Develop housing plan for undocumented households	-Increase resources to help parents identify, access and pay for quality trauma informed childhood programs -Increase access to evening and weekend child care -Support ISDs to identify educational needs of homeless children in Pre K-Grade 12 through establishment of campus-based homeless liaisons

OBJECTIVE 5: Improve Coordination, Collaboration & Partnerships

Goal 1: Reduce ER and Jail recidivism rates by persons experiencing homelessness	Goal 2: Improve coordination and resources for unsheltered homeless in large encampments	Goal 3: Recognize and support excellence in case management	Goal 4: Create collaborative fund development across entire CoC
-Participate in jail diversion coordination efforts -Develop a FUSE model discharge strategy with Dallas County Jail and CitySquare Cottages -Create multidisciplinary case staffing committees to identify high system utilizers and develop engagement strategies	-Create multidisciplinary Street Outreach Taskforce to plan strategies -Expand dedicated unsheltered outreach services connected to services and housing -Expand Street Outreach services through ESG resources	-Create a Case Manager of the Year recognition -Create regular networking opportunities for peer to peer sharing among case managers -Develop Case Manager Boot Camp Training	-Create development officers/grant writers collaborative -Develop collaborative projects 'wish list' with summary and abstracts -Monitor funding opportunities and grant alerts -Develop programs covering both Collin and Dallas Counties

OBJECTIVE 6: Improve Information & Knowledge on Homelessness

Goal 1: Develop plan for a single HMIS system	Goal 2: Redesign the PIT count to build volunteer base & accuracy	Goal 3: Prepare CoC data resources to conduct the NAEH Homeless System Cost Evaluation Survey Report	Goal 4: Expand the Knowledge and Awareness
-Explore development of PCCI/PIECES/PLEXUS/IRIS as an HMIS & Coordinated Assessment System -Develop new resources to fund HMIS implementation expansion -Establish common data sharing standards for PIT, HIC and AHAR -Develop equitable HMIS user fee structure	-Hire an Americorps VISTA volunteer to develop new PIT -Develop GIS maps of routes -Incorporate hiring of consumers as guides -Conduct comprehensive pre-count information gathering -Provide PIT data collection tool for all non HMIS participants -Expand PIT count to 500+ volunteers	-Secure participation among service providers -Establish regional unit costs of supportive housing, supportive services -Standardize reporting on costs and needs of direct care -Assess public costs of homelessness (ER, Jail, EMS)	-Develop a "Room In The Inn" modeled program with faith community -Conduct public education speaking series "Hard Conversations" -Adopt Alliance Homeless Forum "Homeless Bill of Rights" -Create a taskforce to address Suburban Homelessness in Dallas and Collin Counties