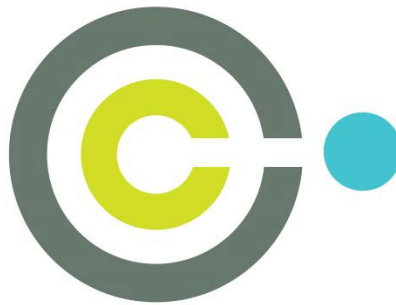


**CoC/LPG Updates on HSNH 2020-2022 CoC/LPG Action Items**

CoC/LPG:	Fredericksburg Regional CoC (VA-514)
Action Item #1:	<b>Outcomes- Evaluate community's outcomes and work towards increasing outcomes.</b> Outcomes consists of a review of the 5 system performance measures: (1) change in length of time homeless, (2) exits to permanent housing, (3) change in returns to homelessness, (4) cost per household, (5) change in first time homelessness
<p>During the FY21 debriefing call, DHCD recommended the action step of evaluating the community's outcomes and working towards increasing outcomes. The CoC has taken the following steps on this recommended action step.</p> <p>CoC staff have partnered with the CoC's Funding and Performance Committee and System Planning Committee to review and develop strategies for increasing outcomes.</p> <p>In February 2020, the CoC Board approved the CoC's FY20 Project Performance Standards (see attached). This document outlines the use of project performance standards and which standards will be evaluated for each project type.</p> <p>In December 2020, the Funding and Performance Committee reviewed the FY20 Project Performance Standards for any necessary updates and to discuss process.</p> <p>In January 2021, the Funding and Performance Committee completed the first run of these standards to establish baselines and goals for each measure. This analysis was then shared with the System Planning Committee at their January meeting. The group discussed the need to develop a performance improvement plan and identify outcomes of focus as well as the strategies to improve each outcome.</p> <p>In February 2021, the Funding and Performance Committee identified major outcomes of focus based on current baselines and CoC priorities. The Committee recommended improving exits to permanent housing and increasing employment and income growth as major outcomes of focus. In addition, the Committee, with support from CoC staff, developed strategies targeted at improving these outcomes. This performance improvement plan (see attached) was fleshed out and shared with the System Planning Committee to receive provider feedback.</p> <p>These efforts are ongoing, as the CoC continues to implement a process for evaluating and increasing outcomes.</p>	
Action Item #2:	<i>If applicable</i>
N/A	
Action Item #3:	<i>If applicable</i>
N/A	
Action Item #4:	<i>If applicable</i>
N/A	
Action Item #5:	<i>If applicable</i>
N/A	



FREDERICKSBURG REGIONAL  
CONTINUUM OF CARE

## **FY20 Project Performance Standards**

### **Overview**

Setting performance as a priority has become standard for most of homeless services over the past few years. Federal, state, and local level funders have increasingly put more emphasis on ensuring that CoCs are continuously striving to be high performing communities by funding in high performing projects. Increased reporting and benchmarks have become a norm in the homelessness field. It is the expectation of federal and state funders that CoCs use the national performance targets as benchmarks for which the entire CoC, as a coordinated system, should aspire to achieve, while setting local targets that account for the unique needs of the homeless population and subpopulations and other circumstances within their communities. The Fredericksburg Regional CoC has developed the following project performance standards as a way to meet this expectation.

The Project Performance Standards are used to monitor and evaluate the Fredericksburg Regional Homeless Response System projects. Each project, as well as the system as a whole, will be evaluated using approved standards that are drawn from federal, state, and local standards. The results of this evaluation will be used to make decisions on how to best improve system functioning and identify strengths and gaps in services. Overall, the evaluation process will guide how the homelessness service providers create and implement the homeless response system in a way that helps to move the needle on preventing and ending homelessness for all populations across the region. Ultimately, the results of the evaluation and monitoring process will also help to guide funding decisions to ensure that the CoC is funding high performing projects, projects that address gaps in services, and the region as a whole is staying competitive for funding.

### **Implementation**

The use of the project performance standards will be implemented in an incremental basis. This phased approach to integrating the project performance measures into the evaluation and funding process will allow for transparency and support for all providers throughout the process. Throughout the implementation process, CoC staff, as well as members of the Funding

and Performance Committee and CoC Board will be discussing progress and seeking feedback from service providers affected by this process to ensure that any issues are addressed and providers are supported in their progress.

The following timeline lays out the suggested implementation phases of the project performance standards:

- **Phase One: FY20.** Phase one will focus on acclimating the community and its partners to the routine practice of collecting and analyzing data on a regular basis. CoC staff will work with partners and will provide training on how to collect and analyze data on a regular basis. Data collected during Phase 1 will be analyzed to identify programming concerns and improvement needs. Partners will work with CoC staff to receive technical assistance targeting improvements around system and project performance measures. Project performance measures will not be used when considering funding applications during this time, though other data elements will be used as provided in the past to show past performance on a project.
- **Phase Two: FY21.** Phase two will focus on enhancing data collection and analysis techniques. Training and technical assistance will continue to be provided by CoC staff and providers will work to establish program goals based on improving project standards, and therefore, project performance. Data will become an integral component of system level performance evaluation and will become a part of standard operations. Applicants applying for funding during Phase 2 will be evaluated on their level of participation in the data collection/ analysis training and technical assistance with CoC staffing. Previous year's (July 2019-Jun 2020) project performance standards will not be used when considering funding applications during this time, though other data elements will be used as provided in the past to show past performance on a project.
- **Phase Three: FY22.** Phase three will focus on preparing partners to assume the lead responsibility on maintaining the project performance standards in accordance with CoC policy. CoC staff will continue to provide ongoing technical assistance to providers on programming needs and gaps, but partners will have the lead responsibility of collecting, reporting, and evaluating data against established standards. These reports will be submitted to the CoC according to a schedule to help with supporting the work being done at the project level. Previous year's (July 20-June 21) project performance standards will be used when considering funding applications during this time.

<b>Project Performance Standards</b>				
<b>Homelessness Prevention (HP)</b>				
<b>Overall Objective:</b> Prevent episodes of homelessness for individuals and households seeking shelter who are currently housed, but at imminent risk of homelessness				
<b>Indicator</b>	<b>Baseline</b>	<b>Goal</b>	<b>How Calculated</b>	<b>Source</b>
Exits to or Retention of Permanent Housing		At least XX% of participants will exit to a permanent housing destination.	(number of participants whose exit is a permanent housing destination / number of all project leavers) X 100	HUD System Performance Measures (7)
Prevention of Homelessness		At least XX% of households exiting to permanent housing will not become homeless within 12 months of exiting the project.	(number of households who returned to ES, SH, TH, or SO within 12 months of exit/ number of all leavers to permanent housing) X 100	HUD System Performance Measures (2)
Returns to Services		At least XX% of households exiting to permanent housing will not return to prevention services within 12 months of exiting the project.	(number of households who returned to prevention services within 12 months of exit/ number of all leavers to permanent housing) X 100	
<b>Street Outreach (SO)</b>				
<b>Overall Objective:</b> Connect unsheltered individuals and families to emergency shelter, housing, or critical services				
<b>Indicator</b>	<b>Baseline</b>	<b>Goal</b>	<b>How Calculated</b>	<b>Source</b>
Successful Placements from Street Outreach		At least XX% of participants will exit to temporary or permanent housing.	(number of participants who exit to a temporary or permanent housing destination / number of all project leavers) X 100	HUD System Performance Measures (7)
Exits to Permanent Housing		At least XX% of participants will exit to a permanent housing destination.	(number of participants whose exit is permanent housing destination / number of all project leavers) X 100	HUD System Performance Measures (7)

<b>Emergency Shelter (ES)</b>				
<b>Overall Objective:</b> Provide low-barrier, housing –focused, temporary shelter for individuals and households experiencing homelessness to quickly obtain permanent housing.				
<b>Indicator</b>	<b>Baseline</b>	<b>Goal</b>	<b>How Calculated</b>	<b>Source</b>
Length of Stay in Project		Average participant lengths of stay will be XX days or less.	Average length of stay for all project leavers	HUD System Performance Measures (1)
Exits to Permanent Housing (individuals)		At least XX% of participants will exit to a permanent housing destination.	(number of participants whose exit is a permanent housing destination / number of all project leavers) X 100	HUD System Performance Measures (7)
Exits to Permanent Housing (families)		At least XX% of participants will exit to a permanent housing destination.	(number of participants whose exit is a permanent housing destination / number of all project leavers) X 100	HUD System Performance Measures (7)
Exits to Permanent Housing (DV)		At least XX% of participants will exit to a permanent housing destination.	(number of participants whose exit is a permanent housing destination / number of all project leavers) X 100	HUD System Performance Measures (7)
Exits to Unknown		Participant exits to an unknown destination will be XX% or less.	(number of project participants whose exit to an unknown destination/ number of all project leavers) X 100	
Returns to Homelessness		At least XX% of households exiting to a permanent housing destination that was not RRH or PSH will not return to homelessness within 12 months of exiting the project.	(number of adults who returned to ES, SH, TH, or SO within 12 months of exit/ number of all leavers to permanent housing) X 100	HUD System Performance Measures (2)
Returns to Homelessness		At least XX% of households exiting to temporary housing will not return to homelessness within 12 months of exiting the project.	(number of adults who returned to ES, SH, TH, or SO within 12 months of exit/ number of all leavers to temporary housing) X 100	

<b>Rapid Re-Housing (RRH)</b>				
<b>Overall Objective:</b> Provide short-term assistance for literally homeless households to quickly exit homelessness and return to permanent housing.				
<b>Indicator</b>	<b>Baseline</b>	<b>Goal</b>	<b>How Calculated</b>	<b>Source</b>
Rapid Placement into Housing		Average participant length of time to housing will be XX days or less.	Average number of days between leavers' RRH entry date and Residential Move-in Date	NAEH RRH Benchmarks and Standards
Exits to Permanent Housing (families)		At least XX% of participants will exit to a permanent housing destination.	(number of participants whose exit is a permanent housing destination / number of all project leavers) X 100	NAEH RRH Benchmarks and Standards
Exits to Permanent Housing (individuals)		At least XX% of participants will exit to a permanent housing destination.	(number of participants whose exit is a permanent housing destination / number of all project leavers) X 100	NAEH RRH Benchmarks and Standards
Returns to Homelessness		At least XX% of households exiting to permanent housing will not return to homelessness within 12 months of exiting the project.	(number of adults who returned to ES, SH, TH, or SO within 12 months of exit/ number of all leavers to permanent housing) X 100	NAEH RRH Benchmarks and Standards/ HUD System Performance Measures
Employment and Income Growth		At least XX% of adult project participants will increase employment or non-employment cash income at project exit.	((number of adults who increased earned income + number of adults who increased non-employment cash income) / number of adults served by the project) X 100	HUD System Performance Measures (4)
<b>Permanent Supportive Housing (PSH)</b>				
<b>Overall Objective:</b> Provide long-term, intensive assistance for literally homeless households to quickly exit homelessness and return to permanent housing.				
<b>Indicator</b>	<b>Baseline</b>	<b>Goal</b>	<b>How Calculated</b>	<b>Source</b>
Rapid Placement into Permanent Housing		Average participant length of time to permanent housing will be XX days or less.	Average number of days between leavers' RRH entry date and Residential Move-in Date	NAEH RRH Benchmarks and Standards

Exits to Permanent Housing (families)		At least XX% of participants will exit to a permanent housing destination.	(number of participants whose exit is a permanent housing destination / number of all project leavers) X 100	HUD System Performance Measures (7)
Exits to Permanent Housing (individuals)		At least XX% of participants will exit to a permanent housing destination.	(number of participants whose exit is a permanent housing destination / number of all project leavers) X 100	HUD System Performance Measures (7)
Returns to Homelessness		At least XX% of households exiting to permanent housing will not return to homelessness within 12 months of exiting the project.	(number of adults who returned to ES, SH, TH, or SO within 12 months of exit/ number of all leavers to permanent housing) X 100	HUD System Performance Measures (2)
Employment and Income Growth		At least XX% of adult project participants will increase employment or non-employment cash income at project exit.	((number of adults who increased earned income + number of adults who increased non-employment cash income) / number of adults served by the project) X 100	HUD System Performance Measures (4)

## 2021 Performance Focus Areas

Fredericksburg Regional Continuum of Care

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### Focus Area: Exits to Permanent Housing

#### Emergency Shelter

	Individuals		Households	
	w/ CWS	w/o CWS	w/ CWS	w/o CWS
System Baseline	42%	50%	34%	40%
Proposed 2021 Goal	55%	60%	45%	50%

#### Potential action steps:

##### *expanding services*

- Increase funds for PSH/RRH to increase access.
- Partner with Legal Aid to help clients retrieve/redefine acceptable forms of ID.

##### *changing services*

- Participate in housing-focused case management training.
- Strengthen housing problem-solving discussions with clients.

##### *smoothing out processes*

- Decrease exits to unknown.
- Revise exit interview strategies to ensure diversion options from homelessness are discussed.
- Develop partnership with CVHC for access to housing vouchers.

##### *further research*

- Evaluate client demographics to see if household size, homeless history, gender, race, age, chronic homeless status, eviction history, legal history, credit score, etc. effect exits to permanent housing.
- Research HOME Investment Partnership program for affordable housing procurement or development.
- Evaluate flow from emergency shelter to RRH/PSH programs.



## Focus Area: Employment and Income Growth

### *Rapid Re-Housing and Permanent Supportive Housing*

	RRH (Adults)	PSH (Adults)
System Baseline	30%	65%
Proposed 2021 Goal	40%	70%

#### **Potential action steps:**

##### ***expanding services***

- Increase number of SOAR trained workers in the community to increase access to SSI/SSDI.
- Build community partnerships with workforce development organizations (Virginia Employment Commission, etc.).
- Build community partnerships with local businesses.
- Increase access to job training.
- Increase access to DSS benefits through outreach.
- Increase support and education around stimulus checks.
- Increase access to supportive services (childcare, healthcare)
- Increase access to transitional jobs.

##### ***changing services***

- Evaluate opportunities to advocate to community organizations regarding resource accessibility.

##### ***smoothing out processes***

- Develop MOUs with community partners to enhance access to services for clients.
- Evaluate consolidation of current communication/referral processes for community resources.
- Work with community partners to establish a one-stop/multi-service center.
- Increase client mobility by strengthening partnerships with transportation-based non-profits and/or FRED.
- Expedite DSS benefits process by having applications from homeless applicants prioritized.
- Combine DMV mobile visits with coordinated workshops/events for government benefits or employment.

##### ***further research***

- Evaluate current client perception of benefits offices/employment centers.