



Continuum of Care Performance Standards City of New Bedford

Amended - June 2019



CONTINUUM OF CARE PERFORMANCE STANDARDS for THE NEW BEDFORD COC

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Introduction

The City of New Bedford, in coordination with the City's Continuum of Care known locally as the "Homeless Service Providers Network" (HSPN), has developed these Performance Standards for housing and homeless service projects for those persons experiencing homelessness or at-risk of homelessness across New Bedford. Both the Emergency Solutions Grant (ESG) Rules and Regulations and the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Continuum of Care Program Interim Rules state that the Continuum of Care (CoC), in consultation with recipients of Emergency Solutions Grants program funds within the geographic area, (1) establish and consistently follow written standards for providing Continuum of Care assistance, (2) establish performance targets appropriate for population and program type, and (3) monitor recipient and sub-recipient performance.

All programs that receive Emergency Solutions Grant (ESG) or Continuum of Care (CoC) funding in the City of New Bedford are required to abide by these Performance Standards as well as the Operational Standards published separately. Additionally, in order to achieve the highest level of efficiency and performance system-wide within the New Bedford Continuum, it is strongly encouraged that programs not receiving funding from either of these two grant sources accept and utilize these written standards.

These *Continuum of Care Performance Standards* for the City of New Bedford have been developed in conjunction with ESG subrecipients, CoC subrecipients and other community service providers to allow for input on performance measures and the process of implementation throughout the CoC¹. Such input has helped ensure the perspective of organizations directly providing homeless housing and services, including, but not limited to agencies providing Emergency Shelter (ES), Permanent Supportive Housing (PSH), Rapid Re- Housing (RRH) and Supportive Service Only (SSO) programming. Adopted coordinated entry operational protocols were also reviewed and considered in the development and amendment of these written standards to ensure consistency between systems and expectations.

Additionally, these performance standards have been established to ensure that persons experiencing homelessness who seek assistance and/or enter programs throughout the CoC will be given consistent information and support to access and maintain stable permanent housing.

To this end, these Performance Standards will:

- ❑ Establish community-wide expectations on the operations of projects within the community.
- ❑ Ensure that the system is transparent to users and operators.
- ❑ Establish a minimum set of standards and expectations in terms of the quality expected of projects.

¹ NOTE: Separate governance standards, policies and procedures exist for the Continuum's Homeless Management Information System (HMIS) as well as the Coordinated Entry Operational Standards for the Continuum's Coordinated Entry System (CES).

- ▣ Assist with the coordination of service delivery across the geographic area and serve as the foundation for the coordinated entry system;
- ▣ Assist in assessing individuals and families consistently to determine program eligibility;
- ▣ Assist in administering programs fairly and methodically;
- ▣ Establish common performance measurements for all CoC components and ESG projects, and
- ▣ Provide the basis for the monitoring of all CoC and ESG funded projects individually as well as the system wide performance of the CoC as a whole.

System Performance Measures that are Continuum-Wide

A critical aspect of the McKinney-Vento Homeless Assistance Act, (the “Act”) as amended, is a focus on viewing the local homeless response as a coordinated system of homeless assistance options as opposed to homeless assistance programs and funding sources that operate independently in a community. To facilitate this perspective the Act now requires communities to measure their performance as a coordinated system in addition to analyzing performance by specific projects or project types.

To this end, the Act established a set of criteria for HUD to use that require all CoCs to report their system-level performance to HUD. The intent of this criteria or “system performance measures, is to encourage CoCs and ESG program recipients, as well as all other homeless assistance stakeholders in the CoC, to regularly measure their progress in meeting the needs of people experiencing homelessness in their community and to report this progress to HUD.

With the 2016 CoC funding round, HUD introduced a series of system performance measures requiring each CoC to provide reporting that aggregates data from each individual program in response to a series of performance based elements describing the efficacy of the CoC.

The chart on the following page provides the resulting system performance measures that each program—emergency, rapid rehousing, transitional and permanent housing—will similarly be measured, as applicable to program type. *(These measures and correlating goals are subject to change per HUD and/or guidance from the City’s Department of Planning, Housing & Community Development [DPHCD]. Programs are responsible for confirming these measures and goals periodically with DPHCD.)*

RELEVANT PROJECT TYPE*					SYSTEM PERFORMANCE MEASURES and CoC GOALS	
	ES	TH	RRH	PH		
1	X	X			Length of Time Persons Remain Homeless <ul style="list-style-type: none"> ▪ Average length of time homeless previous to entering ES in days. Goal: <240 ▪ Average length of time homeless previous to entering TH in days. Goal: <240 	
2	X	X	X	X	Returns to Homelessness <ul style="list-style-type: none"> ▪ Measurement of clients exiting from any project type to a permanent housing destination in the date range two years prior to the production of the system performance report as follows: <ul style="list-style-type: none"> ○ Percentage of those exiting from ES who returned to homelessness. Goal: ≤25% ○ Percentage of those exiting from RRH returning to homelessness. Goal: ≤10% ○ Percentage of those exiting from TH returning to homelessness. Goal: ≤10% ○ Percentage of those exiting from PH returning to homelessness. Goal: <5% 	
3	X	X			Number of Homeless Persons <ul style="list-style-type: none"> ▪ Measurement of the change in the CoC's total annual count of sheltered ES and TH homeless persons in HMIS. This metric only has relevance in the aggregate, as such, individual projects are not expected to use this measure. 	
4		X	X	X	Employment and Income Growth for Persons in CoC Programs during the reporting period <ul style="list-style-type: none"> ▪ Measurement of the percentage of adults (among stayers) who increased their earned income. Goal: 10% ▪ Measurement of the percentage of adult stayers who increased their non-employment cash income. Goal: 75% ▪ Measurement of the percentage of adult stayers who increased their total income Goal: 85% ▪ Measurement of the percentage of adults (among leavers) who increased their earned income. Goal: 15% ▪ Measurement of the percentage of adult leavers who increased their non-employment cash income. Goal: 85% ▪ Measurement of the percentage of adult leavers who increased their total income. Goal: 95% 	
5	X	X	X	X	Number of Persons who Become Homeless for the First Time <ul style="list-style-type: none"> ▪ Measurement of the percent of active participants in ES and TH projects who were not previously enrolled in HMIS. Goal: 15% ▪ Measurement of the percent of persons entering ES, TH and PH with no prior enrollment in HMIS. Goal: 20% 	
6					Homeless Prevention and Housing Placement of Persons Defined by Category 3 of HUD's Homeless Definition. <ul style="list-style-type: none"> ▪ NOTE: Measurement is not applicable (N/A) in the CoC's 2016 System Performance Measurement Report. 	
7	X	X	X	X	Successful Placement from Street Outreach and Successful Placement in or Retention of Permanent Housing. <ul style="list-style-type: none"> ▪ Measurement of the change in leavers who exited from Street Outreach to temporary or institutional destinations. Goal: N/A ▪ Measurement of the change in exits to permanent housing destinations. Goal: 60% ▪ Measurement of the change in exits or retention of permanent housing. Goal: 75% 	

* NOTE: Project type boxes denoting an "x" identify performance measures relevant to each particular type of housing within the New Bedford CoC. Supportive service only projects such as coordinated entry do not, themselves, get counted, and since there is no formal Street Outreach project within the CoC, no column has been provided for it.

Project Performance Measures

Whereas system performance measures are intended to provide a snapshot into the homeless response system as an entire coordinated initiative, project performance measures takes a closer look at each project within the CoC. The standards provided in this section highlight eligibility criteria, minimum standards, operational standards and the goals and performance standards set by this CoC in assessing and evaluating each project's performance, individually.

Emergency Solutions Grant (ESG) Programs

(Goals identified here are subject to change per HUD and/or OHCD guidance).

Homeless Prevention

GOALS		PERFORMANCE STANDARD
<u>HOMELESS PREVENTION</u>		
1. Housing Stability – Ability to maintain the housing they had at project entry—with/without a subsidy—or move into other permanent housing (Q23b – first 4 categories) Goal: 75%		The % of persons who have remained in permanent housing at program exit.
2. Non-Cash Benefits at Exit —The number of those who have more non-cash benefits at exit than at entry. Goal: 50%		The % of persons who have increased their non-cash benefits at program exit.

Street Outreach

GOALS		PERFORMANCE STANDARD
<u>STREET OUTREACH</u>		
1. Outreach – Number of unduplicated persons contacted increases.		The number of unduplicated persons contacted each year increases by 10%.
2. Housing Destination – Unduplicated persons placed in permanent housing destinations as a result of street outreach services. Goal: 10%		The % of persons served who move from the streets to permanent housing destinations as a result of street outreach services.

Emergency Shelter

GOALS		PERFORMANCE STANDARD
<u>EMERGENCY SHELTER</u>		
1. Housing Stability - Households exit shelter in a timely manner. Goal: 85%		The % of households whose length of stay is no longer than 60 days.
2. Non-Cash Benefits at Exit —Persons who increase non-cash benefits (<i>mainstream resources</i>) at exit as compared with entry. Goal: 50%		The % of persons age 18 or older who increased their non-cash benefits (<i>mainstream resources</i>) at program exit.
3. Exit to Permanent Housing Goal: 20%		The % of persons age 18 or older who exit to permanent housing as of the end of the operating year or program exit.
4. Utilization Rate - Program operates at full capacity, with low vacancy rate, and quickly fills vacancies. Goal: 90%		Average daily utilization rate during the operating year.
5. HMIS-Program maintains adequate data quality		Data Quality Report

Rapid Rehousing under ESG

GOALS	PERFORMANCE STANDARD
RAPID RE-HOUSING under ESG	
<p>1. Housing Stability – Persons residing in rapid re-housing will remain in this housing for a minimum of one year or exit to other permanent housing.</p> <p style="text-align: right;">Goal: 85%</p>	The % of persons who remain in the RRH program as of the end of the operating year or exited to PH during the operating year.
<p>2. Length of Time Between Entry and Move-In - Persons length of time between program entry and placement shall be timely (Q22C)</p> <p style="text-align: right;">Goal: 80%</p>	The % of persons whose length of time between project entry and housing placement will be no longer than 14 days.
<p>3. Total Income – Persons will increase earned (<i>wages</i>) or non-cash benefit (<i>mainstream resources</i>) income.</p> <p style="text-align: right;">Goal: 85%</p>	The % of persons age 18 or older who increased their total income (<i>any sources</i>) as of the end of the operating year or program exit.
<p>4. Utilization Rate - Program operates at full capacity, with low vacancy rate, and quickly fills vacancies.</p> <p style="text-align: right;">Goal: 90%</p>	Average daily utilization rate during the operating year.
<p>5. HMIS – Program maintains adequate data quality in HMIS.</p>	See Data Quality Report.

Continuum of Care (CoC) Programs

Rapid Rehousing under CoC

GOALS	PERFORMANCE STANDARD
RAPID RE-HOUSING under CoC	
<p>1. Housing Stability - Persons residing in rapid rehousing will remain in this housing or exit to other permanent housing.</p> <p style="text-align: right;">Goal: 85%</p>	The % of persons who remain in the RRH program as of the end of the operating year or who exited to PH as of the end of the operating year.
<p>2. Returns to Homelessness – Persons exiting Rapid Rehousing will not return to homelessness (including transitional housing)</p> <p style="text-align: right;">Goal: <10%</p>	The % of persons in the RRH program exiting and returning to homelessness.
<p>3. Total Income - Persons will increase earned (<i>wages</i>) and/or non-cash benefit (<i>mainstream resources</i>) income.</p> <p style="text-align: right;">Goal: 85%</p>	The % of persons age 18 or older who increased their total income (<i>any sources</i>) as of the end of the operating year or program exit.
<p>4. Earned Income-Stayers – Adult stayers will obtain or increase earned (<i>wages</i>) income.</p> <p style="text-align: right;">Goal: 20%</p>	The % of persons age 18 or older staying in the program who increased their income (<i>employment income</i>) as of the end of the operating year.
<p>5. Non-Cash Benefit-Stayers – Adult stayers will obtain or increase non-employment income (<i>mainstream resources</i>).</p> <p style="text-align: right;">Goal: 85%</p>	The % of persons age 18 or older staying in the program who increased their non-cash benefit income (<i>mainstream resources</i>) as of the end of the operating year.
<p>6. Earned Income-Leavers-Adult leavers will obtain or increase earned (<i>wages</i>) income.</p> <p style="text-align: right;">Goal: 20%</p>	The % of persons age 18 or older who increased their income (<i>employment income</i>) by program exit
<p>7. Non-Cash Benefit-Leavers-Adult leavers will obtain or increase non-employment (<i>mainstream resources</i>) income.</p> <p style="text-align: right;">Goal: 85%</p>	The % of persons age 18 or older who increased their non-cash benefit (<i>mainstream resources</i>) income by program exit.

Rapid Rehousing under CoC, *Continued*

GOALS	PERFORMANCE STANDARD
RAPID RE-HOUSING under CoC, <i>Continued</i>	
8. Utilization Rate - Program operates at full capacity, with low vacancy rate, and quickly fills vacancies. Goal 90%	Average daily utilization rate during the operating year.
9. HMIS - Program maintains adequate data quality in HMIS	Data Quality Report

Transitional Housing

GOALS	PERFORMANCE STANDARD
TRANSITIONAL HOUSING	
1. Housing Stability - Households exiting transitional housing will move directly to permanent housing. Goal: 75%	% of persons who exited to permanent housing (subsidized or unsubsidized) during the operating year
2. Total Income - Persons will increase earned (<i>wages</i>) and/or unearned (<i>mainstream resources</i>) income. Goal 54%	The % of persons age 18 or older who increased their total income (<i>any sources</i>) as of the end of the operating year or program exit.
3. Earned Income – Adults will obtain or increase employment income (<i>employment income</i>). Goal 20%	The % of persons age 18 or older who increased their total income (<i>employment income</i>) as of the end of the operating year or program exit.
4. Utilization Rate - Program operates at full capacity, with low vacancy rate, and quickly fills vacancies. Goal 90%	Average daily utilization rate during the operating year.
5. HMIS - Program maintains adequate data quality in HMIS	Data Quality Report

Permanent Supportive Housing

GOALS	PERFORMANCE STANDARD
PERMANENT HOUSING	
1. Housing Stability - Persons residing in permanent housing will remain in this housing or exit to other permanent housing. Goal: 85%	The % of persons who remain in the PSH program as of the end of the operating year or who exited to PSH as of the end of the operating year.
2. Returns to Homelessness – Persons exiting permanent housing will not return to homelessness (including transitional housing). Goal: <10%	The % of persons exiting permanent supportive housing exiting and returning to homelessness.
3. Total Income - Persons will increase earned (<i>wages</i>) and/or unearned income (<i>mainstream resources</i>). Goal: 85%	The % of persons age 18 or older who increased their total income (<i>any sources</i>) as of the end of the operating year or program exit.
4. Earned Income-Stayers – Adult stayers will obtain or increase earned income (<i>employment income</i>). Goal: 20%	The % of persons age 18 or older staying in the program who increased their income (<i>employment income</i>) as of the end of the operating year.
5. Non-Cash Benefit-Stayers – Adult stayers will obtain or increase non-employment income (<i>mainstream resources</i>). Goal: 85%	The % of persons age 18 or older staying in the program who increased their non-cash benefit income (<i>mainstream resources</i>) as of the end of the operating year.

Permanent Supportive Housing, *Continued*

GOALS	PERFORMANCE STANDARD
PERMANENT HOUSING	
6. Earned Income-Leavers -Adult leavers will obtain or increase earned income (<i>employment income</i>). Goal: 20%	The % of persons age 18 and older who increased their income (<i>employment income</i>) by program exit.
7. Non-Cash Benefit-Leavers - Adult leavers will obtain or increase non-employment (<i>mainstream resources</i>) income. Goal: 85%	The % of persons age 18 and older who increased their non-cash benefit income (<i>mainstream resources</i>) by program exit.
8. Utilization Rate - Program operates at full capacity, with low vacancy rate, and quickly fills vacancies. Goal: 90%	Average daily utilization rate during the operating year.
9. HMIS - Program maintains adequate data quality in HMIS	Data Quality Report

Future Review, Updates and Amendments

These performance standards are not only intended to be specific and detailed, addressing unique aspects of each project type and system, overall, but they are also relevant in the Continuum’s work today. To ensure the relevancy of these standards against HUD requirements, the CoC’s homeless population and both local and national targeting priorities, the CoC will regularly review and update these performance standards.

Changes to performance standards: The Continuum of Care Program Standards Group will meet quarterly. Proposed changes will be brought to this quarterly meeting. Changes will be considered and agreed to by working consensus. Any conflicts will be discussed and resolved in person. The relevant Emergency Solutions Grants or Continuum of Care regulations will rule first. On other issues working consensus will be the required process for resolving disputes. If no consensus can be found within a reasonable length of time, the majority will rule.

When reviewing these standards in the future, the CoC’s consideration may include, but not be limited to:

- Provider feedback on the current performance standards
- The effectiveness and appropriateness of housing and services for current program participants
- The CoC’s success at meeting the performance standards in Section 427 of the McKinney-Vento Act
- Changes in the characteristics of the homeless population within the CoC
- Changes in the housing and service resources available