



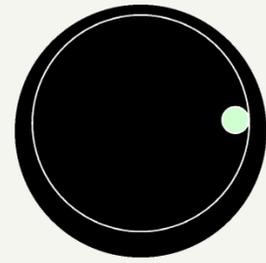
# 2020 Comparative System Performance

New Bedford Continuum of Care

A review of local System Wide Performance Measures compared with those of adjoining CoCs, statewide CoC data and similarly sized CoCs across the Nation.



**City of New Bedford's Office of Housing & Community Development**  
Patrick J. Sullivan, Director



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# Performance Measures

"A critical aspect of the McKinney-Vento Homeless Assistance 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."

*--U.S. Department of Housing & Urban Development Website*



# Performance Measures

## SPMs

The System Performance Measures (SPM) report is a summary and year-to-year comparison of coordinated system-wide counts, averages and medians related to seven areas of performance.

## Value

SPMs provide CoCs with a look at how their overall system is functioning, providing a critical series of information that can form the basis of strategic planning and action.

## Goals

Rather than set a series of national benchmarks to which every CoC must attain, HUD instead wants communities to improve their own performance (as reported via SPMs) over time.



# Performance Measures

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## **SPM 1**

### **Bed Coverage**

Measures the Length of Time  
Persons Remain Homeless.

## **SPM 2a**

### **Returns to Homelessness 6-12**

Measures the extent to which persons who  
exit homelessness to permanent housing  
destinations return to homelessness within  
6 to 12 months.

## **SPM 2b**

### **Returns to Homelessness 24**

Measures the extent to which persons who  
exit homelessness to permanent housing  
destinations return to homelessness within  
2 years.

## **SPM 3**

### **Homeless Persons**

Measures the number of those  
experiencing homelessness within the  
CoC.

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# Performance Measures

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## **SPM 4**

### **Income Growth**

Measures the employment and income growth for persons in CoC funded projects.

## **SPM 5**

### **Newly Homeless**

Measures the extent to which persons who exit homelessness to permanent housing destinations return to homelessness within 6 to 12 months.

## **SPM 6**

### **Category 3**

Measures homeless prevention of persons defined by Category 3 of HUD's Homeless Definition in CoC Program- funded Projects, preventing returns to homelessness within 6-12 months and within 24 months as well as successful housing placement for this same cohort.

*NOTE: SPM 6, though defined by HUD, has not been formally introduced or requested by HUD on any reporting and as such, it is not captured in current data standards/reporting.*

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# Performance Measures

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## **SPM 7a**

### **Placement**

Measures the number of successful placements coming from Street Outreach.

## **SPM 7b**

### **Placement**

Measures the number of successful placements in or retention of, Permanent Housing.

### **NOTE Concerning the SPM Reporting Period**

HUD has established the reporting period for system performance measures to be consistent with the federal fiscal year (October 1st - September 30th).



# Approach

In its role as the [recipient](#) of HUD funding on behalf of the Continuum of Care (CoC), the New Bedford's Office of Housing & Community Development (OHCD), is responsible for the oversight of all CoC and Emergency Solutions Grant (ESG) projects. This monitoring involves the collection and [analysis of individual program data](#) to ensure optimal, individualized project performance.

As the CoC's "[collaborative applicant](#)" in securing that funding, the OHCD is also responsible for collecting and reporting system-wide data using SPMs. In this role, [data from all projects is aggregated](#) in order to understand the CoC's collective performance.



# Approach

Despite the fact that HUD is intentional in not setting national benchmarks for SPMs, since the inception of the SPM report there have been multiple entities culling and publishing these SPM data results from every CoC across the country.

While it is critical to improve the performance of one's own CoC as a means of ending homelessness, to some degree it is also [useful to understand how the performance of one's own CoC compares and contrasts with other CoCs.](#)

In so doing, this presentation is intended to provide the foundation for considering some strategies the CoC can act upon in its efforts to improve its own performance moving forward.



# Approach

This presentation provides a comparative look at the New Bedford CoC's 2020 SPMs compared with the following:

- Adjoining CoCs
- Statewide CoCs
- Nationwide CoCs



# Contrast with Adjoining CoCs

First, New Bedford data from its SPM reporting for 2020 has been compared to two adjoining CoCs, that being the Fall River CoC and the GBCATCH CoC.



# Contrast with Adjoining CoCs

## Findings for Measure 1: Length of Time Persons Experience Homelessness

New Bedford has a greater number of beds in its combined emergency shelter and transitional housing projects and a higher percentage of bed coverage overall (97%) than either Fall River (91%) or GBCATCH (89%).

The average number of days one stays in emergency shelter and transitional housing in New Bedford (168) before exiting is less than Fall River (198) and GBCATCH (259).



# Contrast with Adjoining CoCs

## Findings for Measure 2: Returning to Homelessness

The percentage of people returning to homelessness who exited from emergency shelter in New Bedford within 6 months (2%) was fairly consistent with the other two CoCs (Fall River reporting 0% and GBCATCH reporting 3%).

The percentage of people returning to homelessness who exited from transitional housing in New Bedford within 12 months (6%) and 24 months (11%) was generally higher after a year or two from existing transitional programs as compared with Fall River (12 month and 24 month data was not available) and GBCATCH (reporting 0% returns for those time periods).

The percentage of people returning to homelessness who exited from permanent housing in New Bedford is fairly consistent with the adjoining CoCs as was the percentage of those returning to homelessness from all housing types.

The percentage of people returning to homelessness who had exited from any shelter/housing type in the NB CoC was fairly consistent as compared with the adjoining CoCs.



# Contrast with Adjoining CoCs

## Findings for Measure 3: Number of Persons Experiencing Homelessness

New Bedford's CoC served more people overall (785) in 2020 as compared with either Fall River's CoC (654) or GBCATCH (424).



# Contrast with Adjoining CoCs

## Findings for Measure 4: Income Growth

The percentage of those remaining in the program in which they were enrolled who increased their earned income (13%) was consistent with Fall River's outcomes (15%) and more favorable than GBCATCH's performance (2%).

The percentage of those remaining in the program in which they were enrolled who increased their non-employment cash income (26%) was significantly less than both Fall River's outcomes (58%) and GBCATCH's performance (64%).

The percentage of those remaining in the program who increased their total income (35%) was just half of what Fall River achieved (70%) and less than GBCATCH's performance (66%).



# Contrast with Adjoining CoCs

## Findings for Measure 4: Income

The percentage of those leaving the program in which they were enrolled who increased their earned income (13%) was consistent with Fall River's outcomes (10%) but just a little over a half of what GBCATCH achieved (21%)

The percentage of those leaving the program in which they were enrolled who increased their non-employment cash income (35%) was again less than both Fall River's outcomes (57%) and GBCATCH's performance (57%).

The percentage of those leaving the program who increased their total income (47%) was less than what Fall River achieved (62%) and significantly less than GBCATCH's outcome (79%).



# Contrast with Adjoining CoCs

## Findings for Measure 5: Persons Experiencing Homelessness for the 1st Time

The number of those entering emergency shelter or transitional housing in New Bedford during 2020 (387) was greater than the number entering Fall River's CoC (285) and GBCATCH's CoC (187) during that same period.

The number of those entering an of the New Bedford CoC projects during 2020 (409) was sizably greater than the same numbers entering in Fall River (307) and GBCATCH (190).



# Contrast with Adjoining CoCs

## Findings for Measure 7: Successful Housing Outcomes

The percentage of those with successful exits from any project type in the NB CoC (30%) was less than that experienced in the both the Fall River CoC (46%) and GBCATCH (55%).

The percentage of those with successful exits from PH projects or who actually remained in their PH in the New Bedford CoC (97%) was consistent with the other two CoCs (95% and 96%, respectively).

# Local CoC Performance Comparison Take-Aways...



## *Areas of Strength*

- The New Bedford CoC moves people out of emergency shelter faster than neighboring CoCs.
  - The NB Continuum enjoys significant success in the extent to which folks in permanent supportive housing projects either remain stably housed in their units or successfully move to other permanent housing settings.
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## *Neutral Ground*

- New Bedford's CoC served more people experiencing homelessness in 2020 as compared with Fall River and GBCATCH, not surprising given that New Bedford's CoC provides more emergency shelter, transitional housing and permanent housing beds than its adjoining counterparts.
  - The percentage of people exiting New Bedford CoC projects in 2020 and returning to homelessness was consistent with that of adjoining CoCs.
- 

## *Opportunities*

- The NB Continuum had a low percentage of people increasing either their non-employment cash income and/or total income whether they were exiting CoC projects or simply remaining in CoC projects. Such significantly lower percentages, particularly related to non-employment cash income, presents an opportunity for regional resource-building to enhance case managers and other program staff to ensure they have sufficient tools to connect people with non-cash income sources.
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# Contrast with Commonwealth CoCs

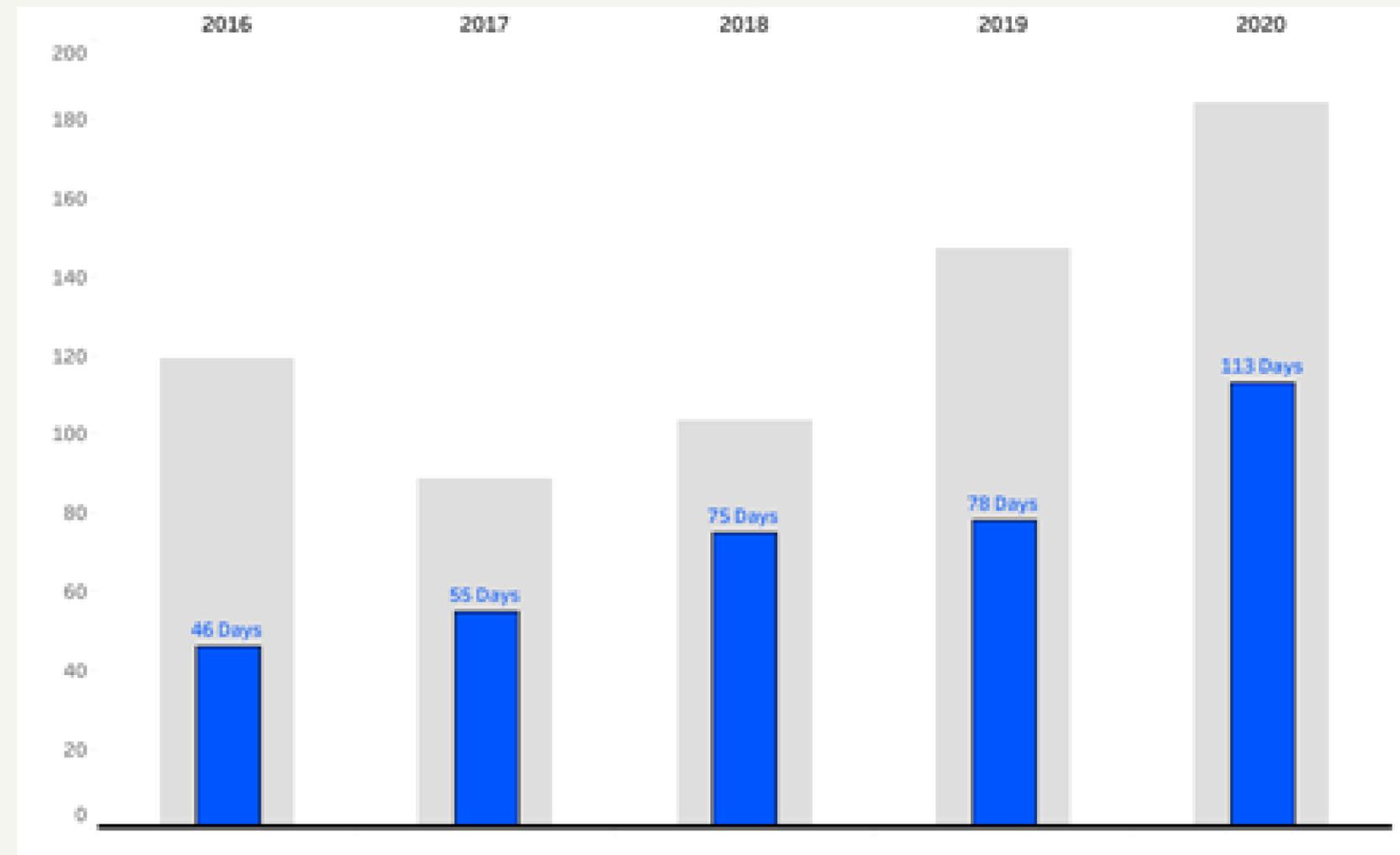
As a second iteration, New Bedford data from its SPM reporting for 2020 has been compared to available statewide SPM data reflecting its 15 separate Continuums of Care.



# Contrast with Commonwealth CoCs

## Findings for Measure 1: Length of Time Persons Experience Homelessness

In this study, the New Bedford CoC was found to have a median shelter stay of 113 days (blue), more favorable than the state's weighted average (grey) of 184 days.

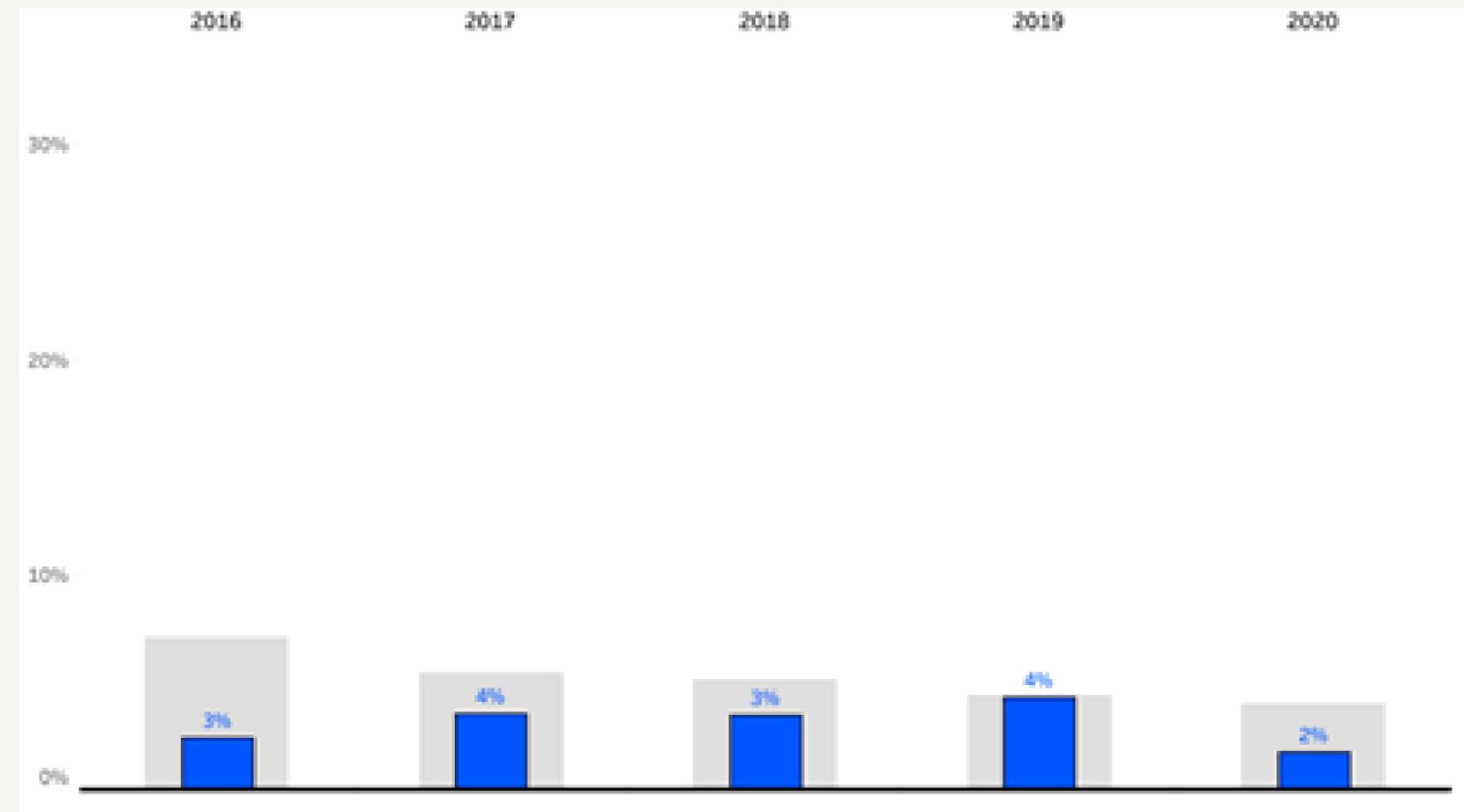




# Contrast with Commonwealth CoCs

## Findings for Measure 2: Length of Time Persons Experience Homelessness

For the reporting year 2020 the New Bedford CoC's percent returns to homelessness in 6 months (blue) was 2% which is favorable compared with the State's average (grey) of 4% returning to homelessness in 6 months.

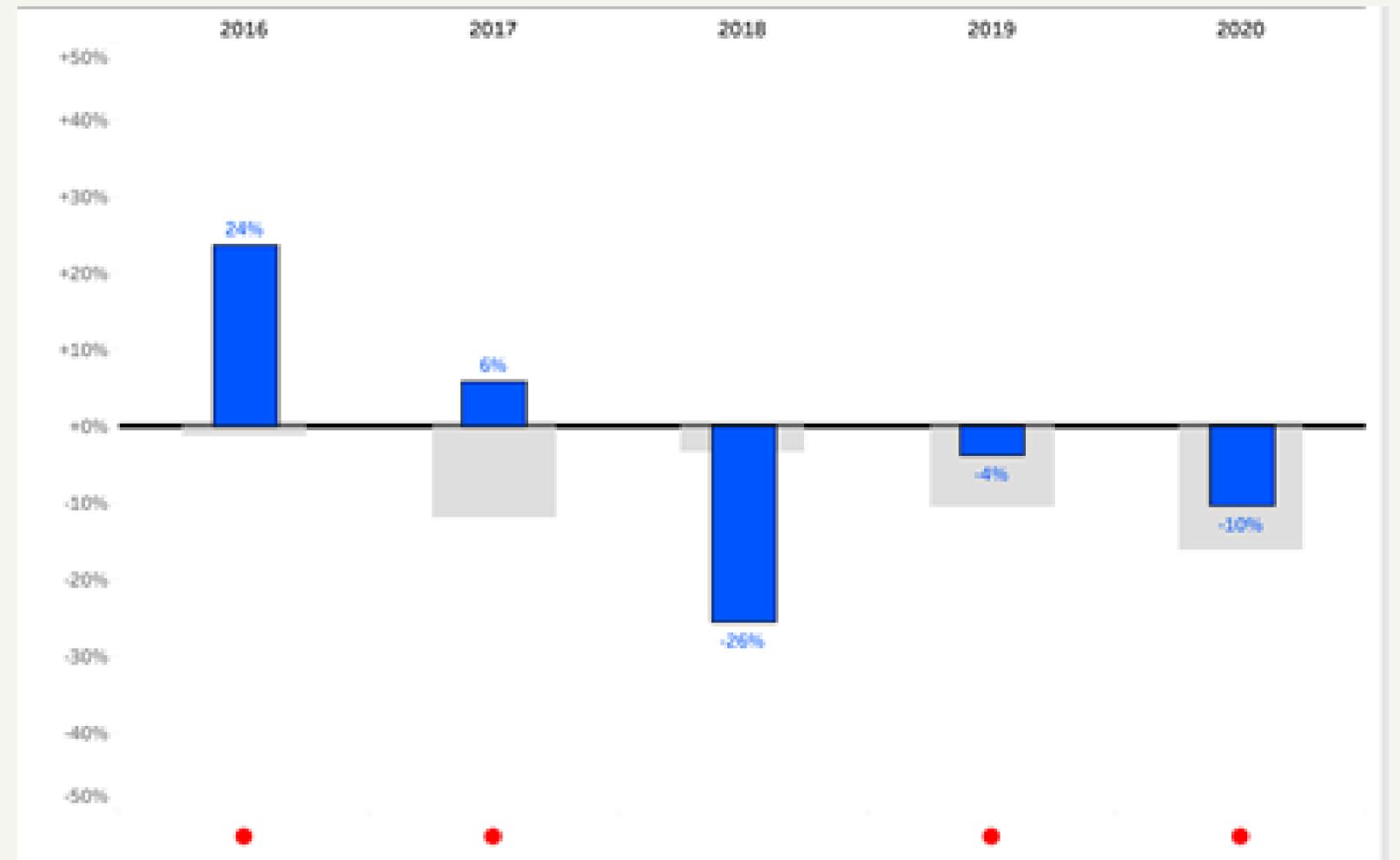




# Contrast with Commonwealth CoCs

## Findings for Measure 3: Number of Persons Experiencing Homelessness

For the 2020 reporting year, the HMIS Count Percent Change from the prior year was just over -10%, a figure less than the state average of -16% from the prior year.

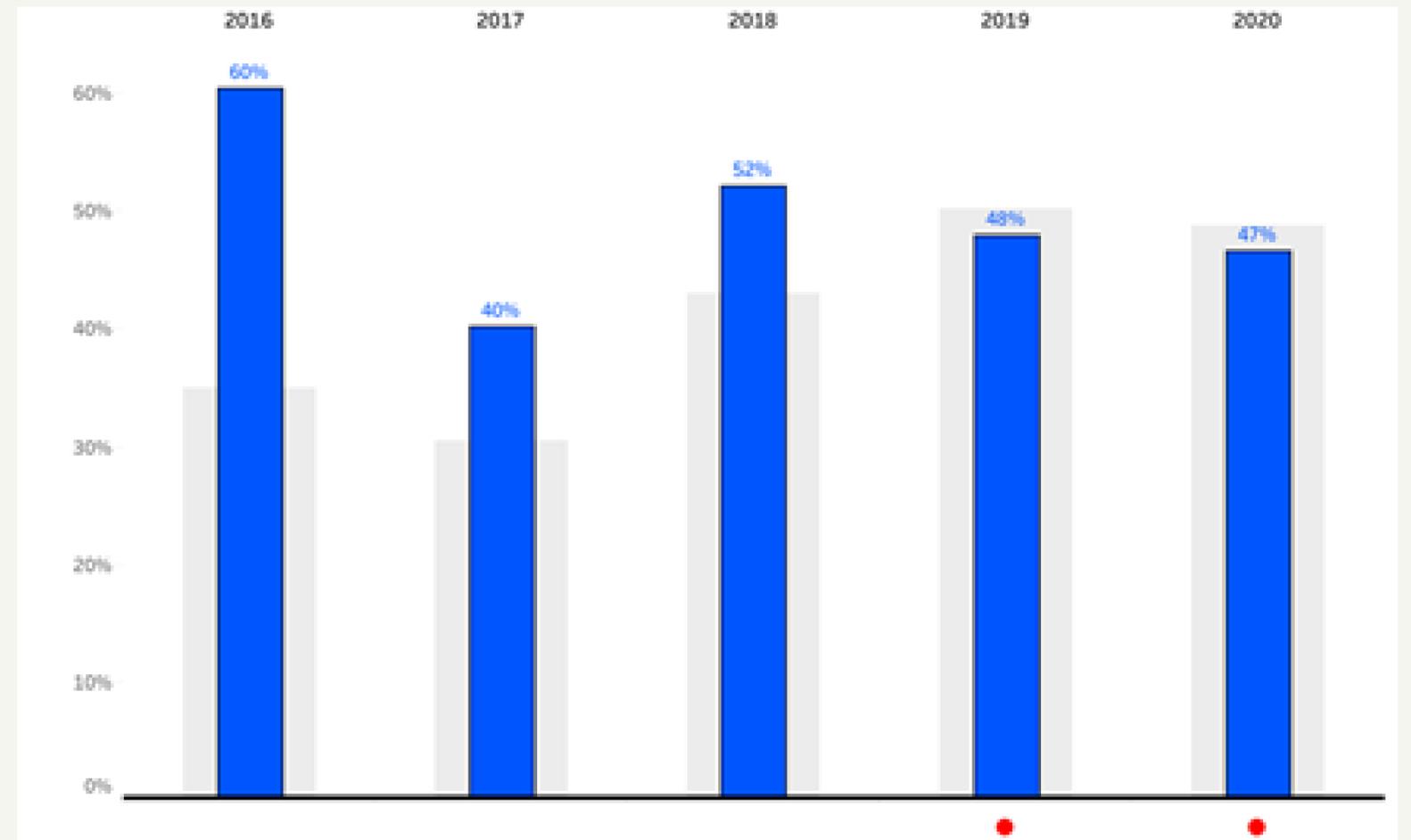




# Contrast with Commonwealth CoCs

## Findings for Measure 4: Income Growth

For the 2020 reporting year, the percentage of those exiting CoC Projects in New Bedford who increased their total income was 47% (grey), slightly less favorable than the state average of 49% (blue).

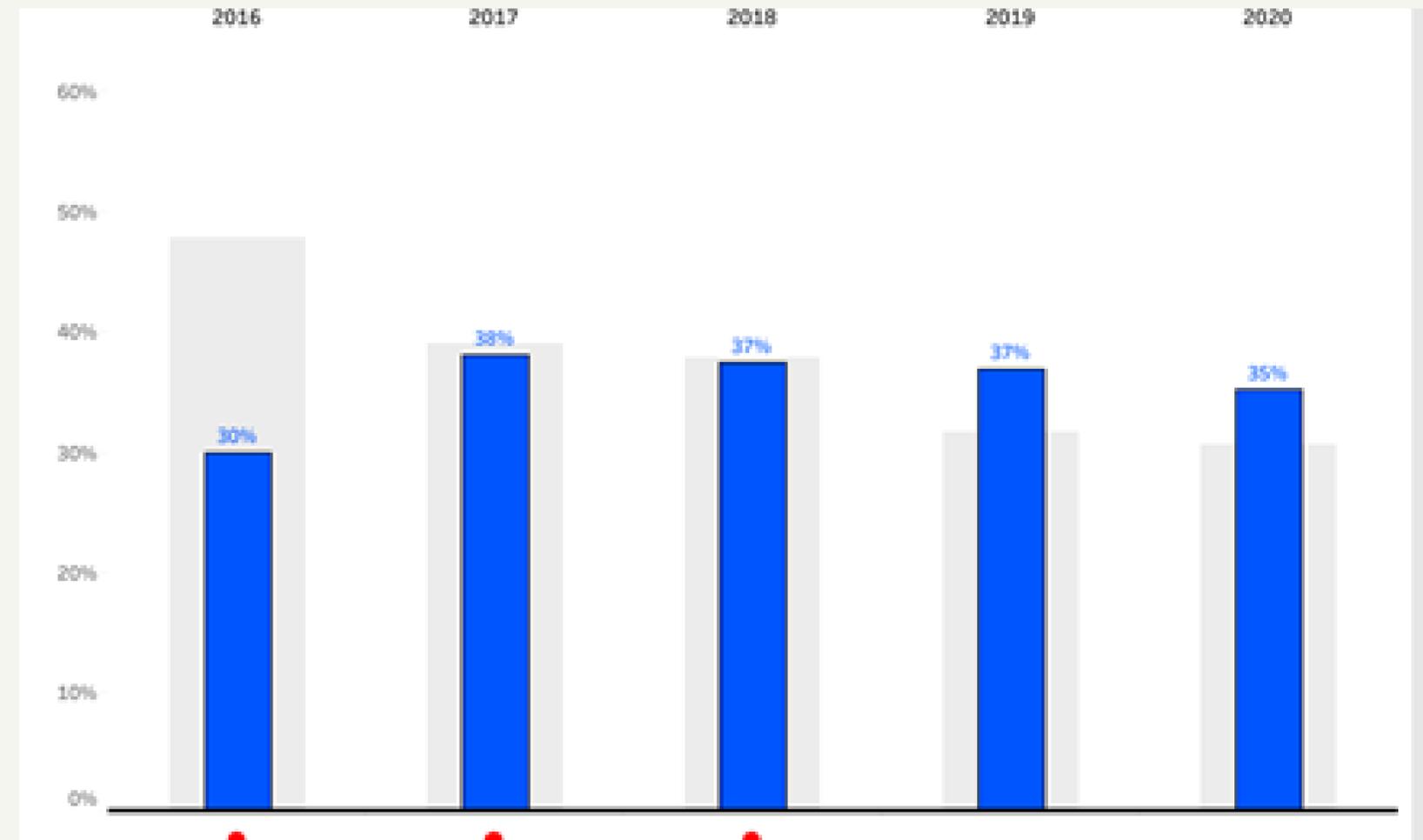




# Contrast with Commonwealth CoCs

## Findings for Measure 4: Income Growth

For the 2020 reporting year, the percentage of those remaining in CoC Projects in New Bedford who increased their total income was 35% (blue), more favorable than the state average of 31% (grey).

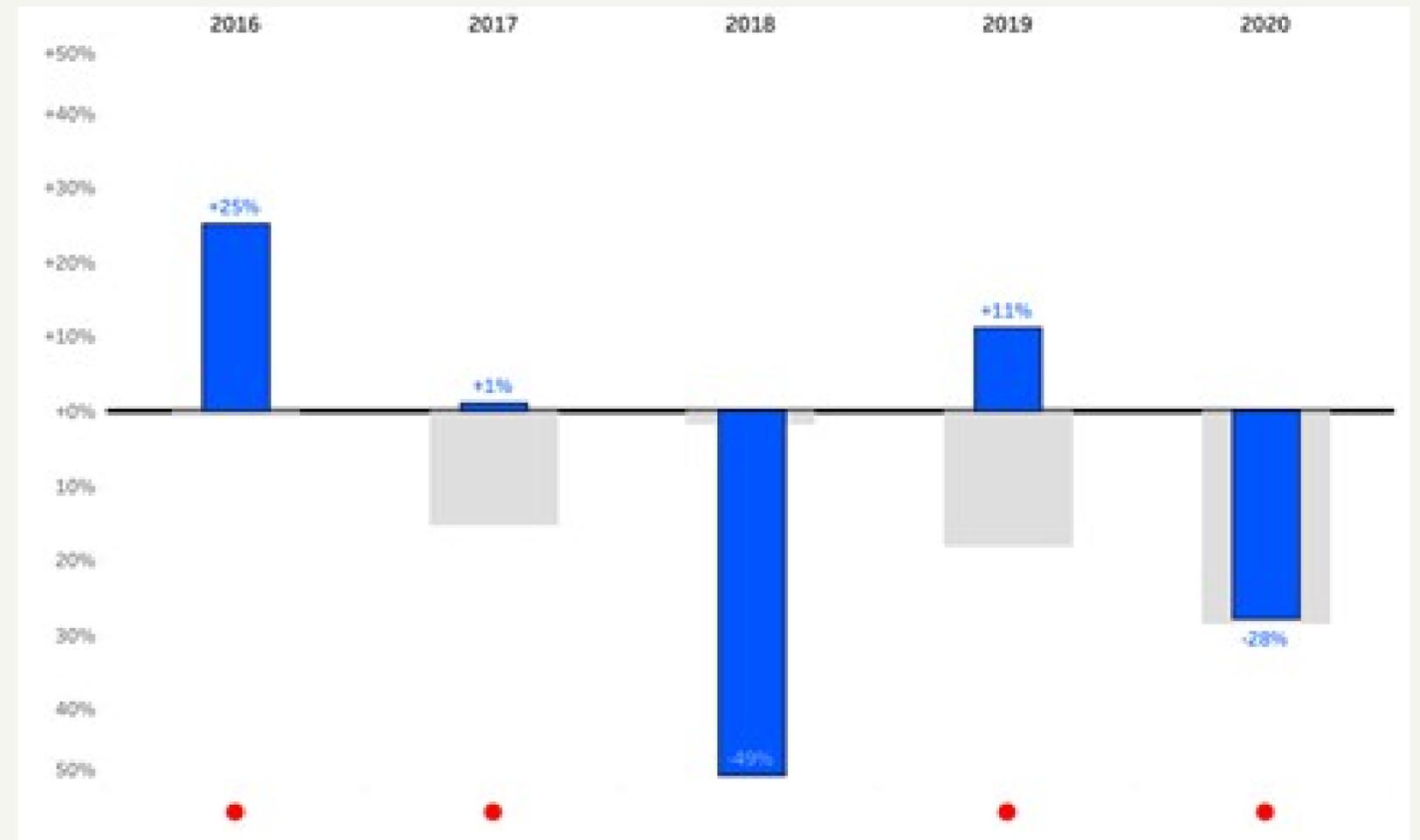




# Contrast with Commonwealth CoCs

## Findings for Measure 5: Persons Experiencing Homelessness for the First Time

The percent change in those becoming homeless for the first time in 2020 (entering shelter or PH) since the previous year was -28% (blue), a figure that was fairly consistent with the state average of -29% percent change from the prior year (grey).

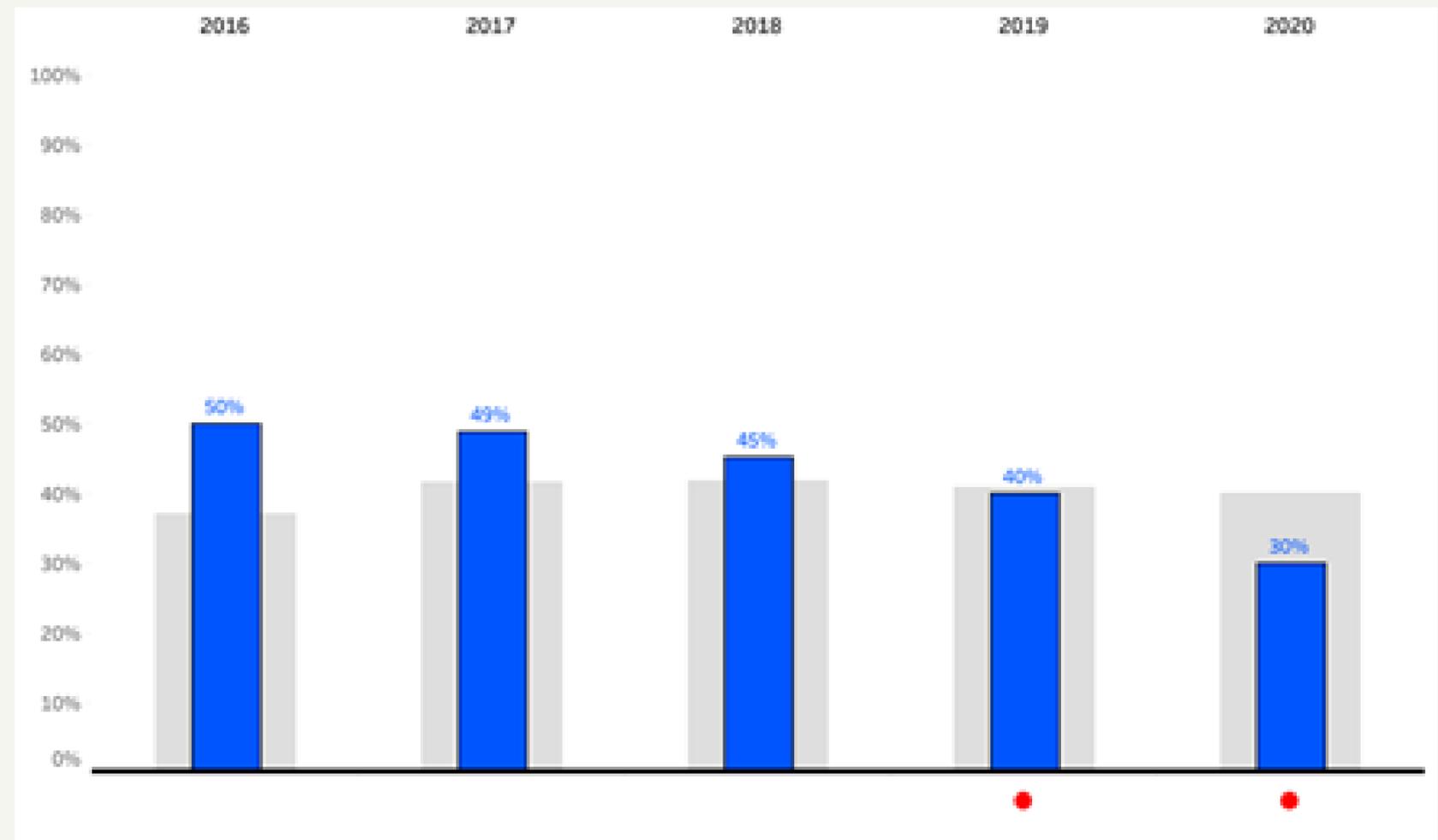




# Contrast with Commonwealth CoCs

## Findings for Measure 7: Successful Housing Outcomes

For the 2020 reporting year, the percent of successful exits from ES, TH and RRH projects to housing was 30% within the NB CoC (blue), significantly below the statewide average of 40% from ES, TH and RRH settings (grey).



# MA CoC Performance Comparison Take-Aways...



## Areas of Strength

- The New Bedford CoC moves people out of emergency shelter at a rate faster than the statewide average.
  - The NB Continuum enjoys significant success in the extent to which folks in permanent supportive housing projects either remain stably housed in their units or successfully move to other permanent housing settings compared with others in Massachusetts.
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## Neutral Ground

- Although New Bedford's CoC served 10% less people experiencing homelessness in 2020 compared with its 2019 levels, the statewide average of having served 16% less people revealed a slightly slower rate of homelessness in the Commonwealth compared with New Bedford.
  - Similarly, the percentage change of those becoming homeless for the first time in 2020 compared with 2019 in New Bedford (28%) was fairly consistent with the state's 29% rate for the same time period.
- 

## Opportunities

- While the NB Continuum demonstrated a 47% rate of income growth consistent with that of the state's for those exiting its housing projects, those remaining in housing projects experienced a lower rate of increased income (35%) just slightly improved over the state's 31% rate. Such consistency in both circumstances may be indicative of statewide challenges in increasing income that are not necessarily unique to New Bedford.
  - The percentage of those with successful exits from emergency shelter, transitional housing and rapid rehousing settings in MA (30%) was significantly less than the state's 40% success rate indicating an opportunity for strategic interventions.
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# Contrast Nationally

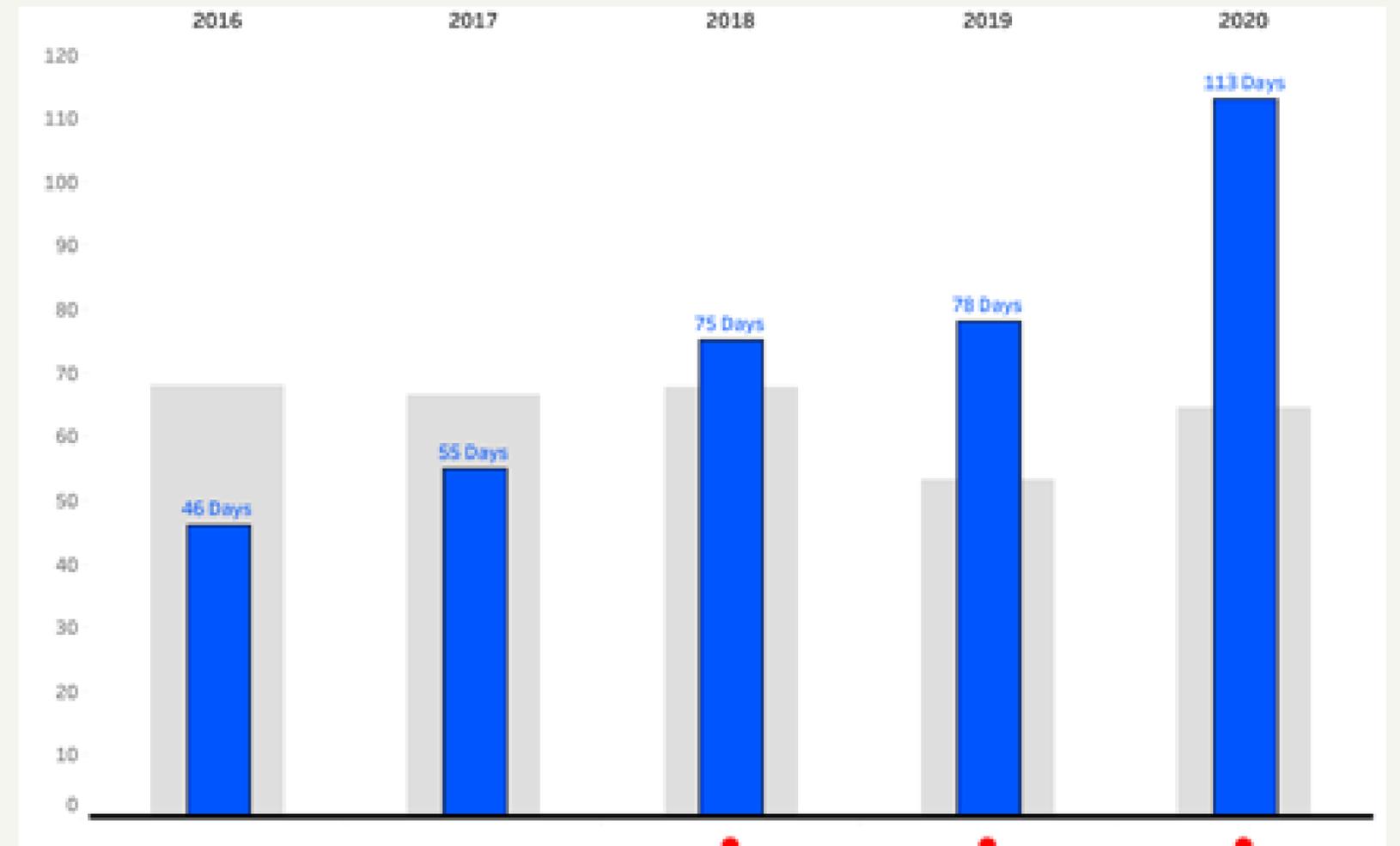
In its final review, New Bedford data from its SPM reporting for 2020 has been compared to other similarly sized (small city) Continuums from across the country.



# Contrast Nationally

## Findings for Measure 1: Length of Time Persons Experience Homelessness

In this study, the New Bedford CoC was found to have a median shelter stay of 113 days (blue), significantly higher than that of similarly sized CoCs (64 days) across the country.

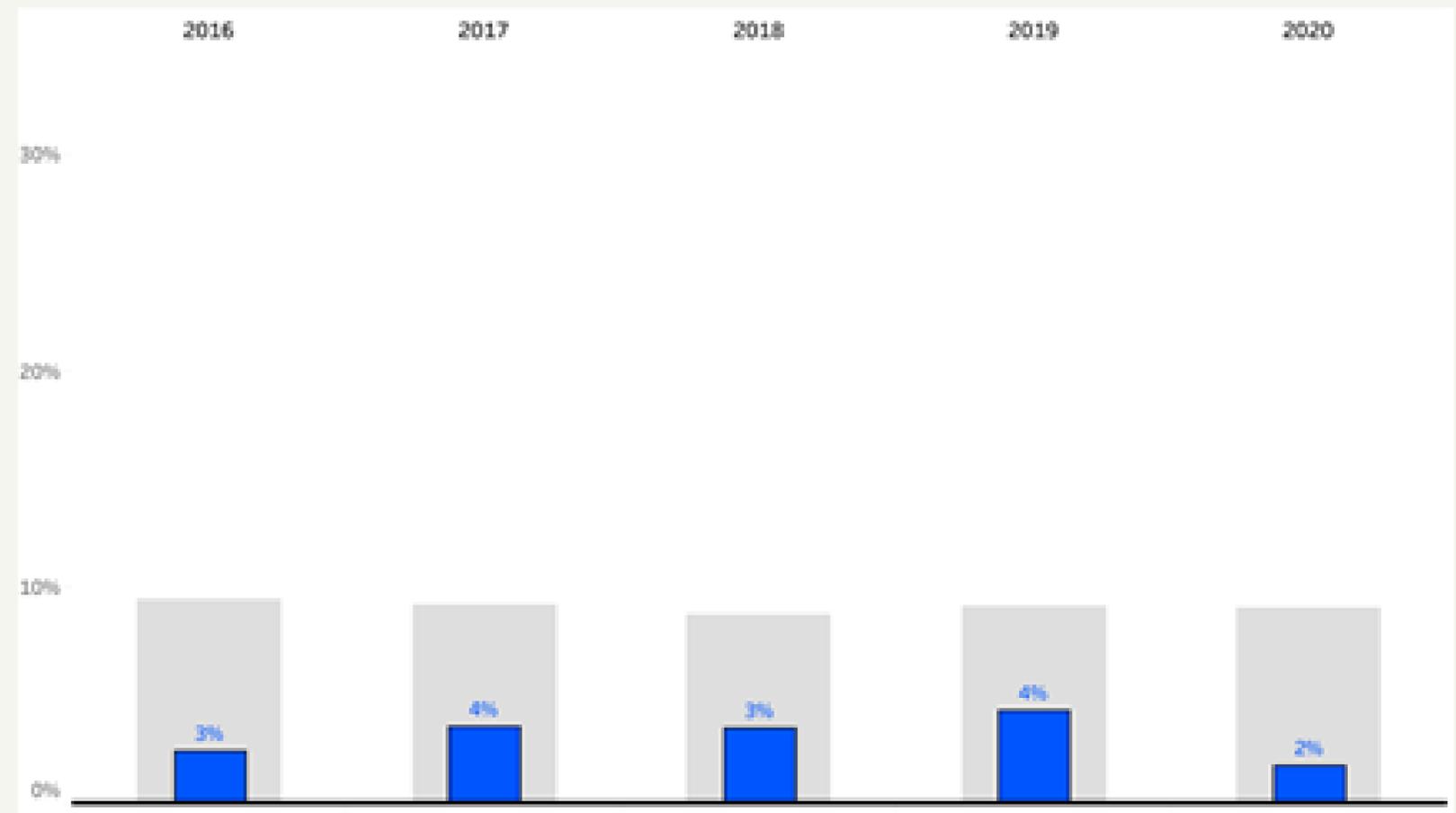




# Contrast Nationally

## Findings for Measure 2: Length of Time Persons Experience Homelessness

For the reporting year 2020 the New Bedford CoC's percent returns to homelessness in 6 months (blue) was 2% which is favorable compared with the 9% average (grey) of similarly sized CoCs across the country in 6 months.

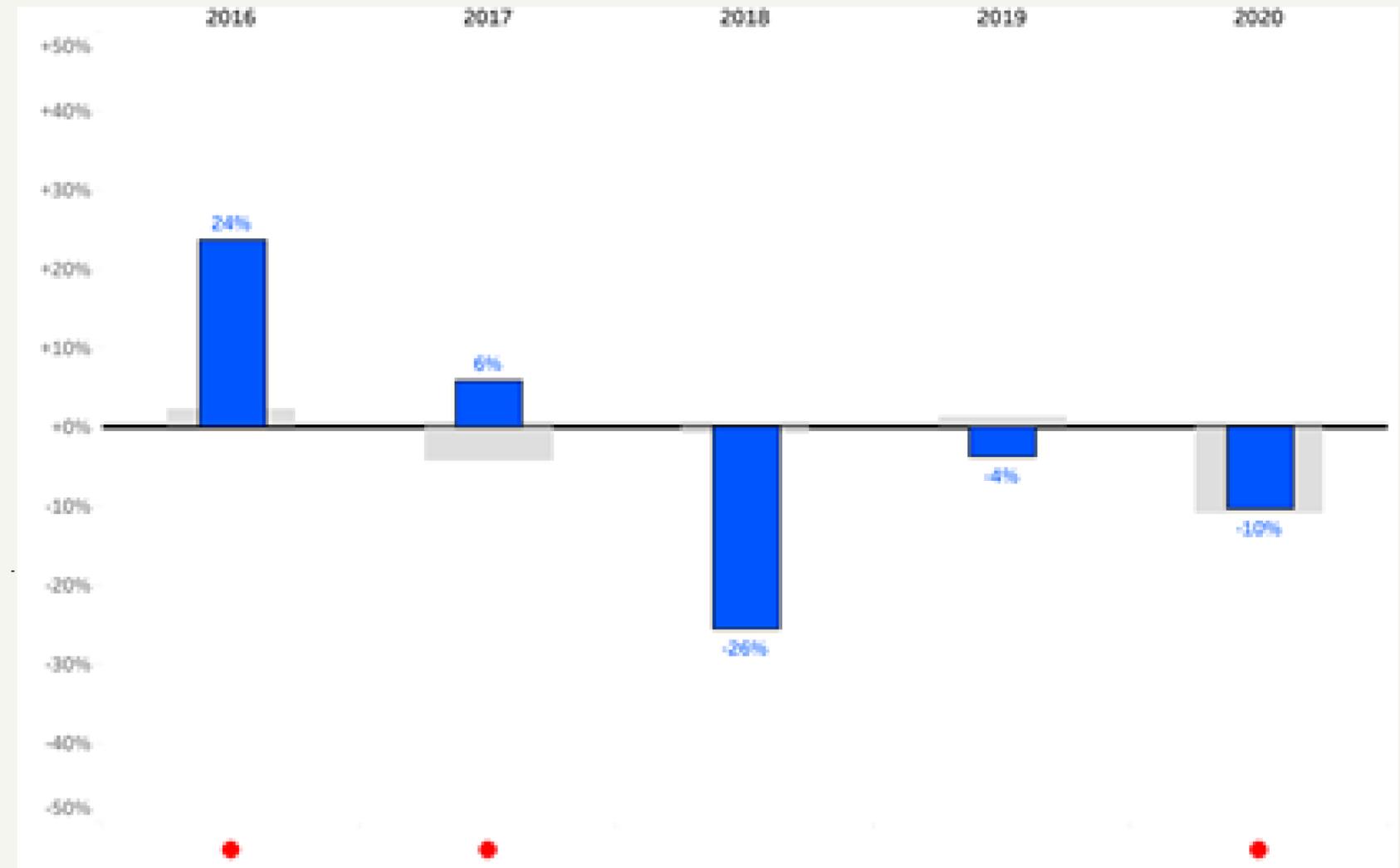




# Contrast Nationally

## Findings for Measure 3: Number of Persons Experiencing Homelessness

For the 2020 reporting year, the HMIS Count Percent Change from the prior year was just over -10%, a figure fairly consistent with the average recorded by similarly sized CoCs across the country from the prior year.

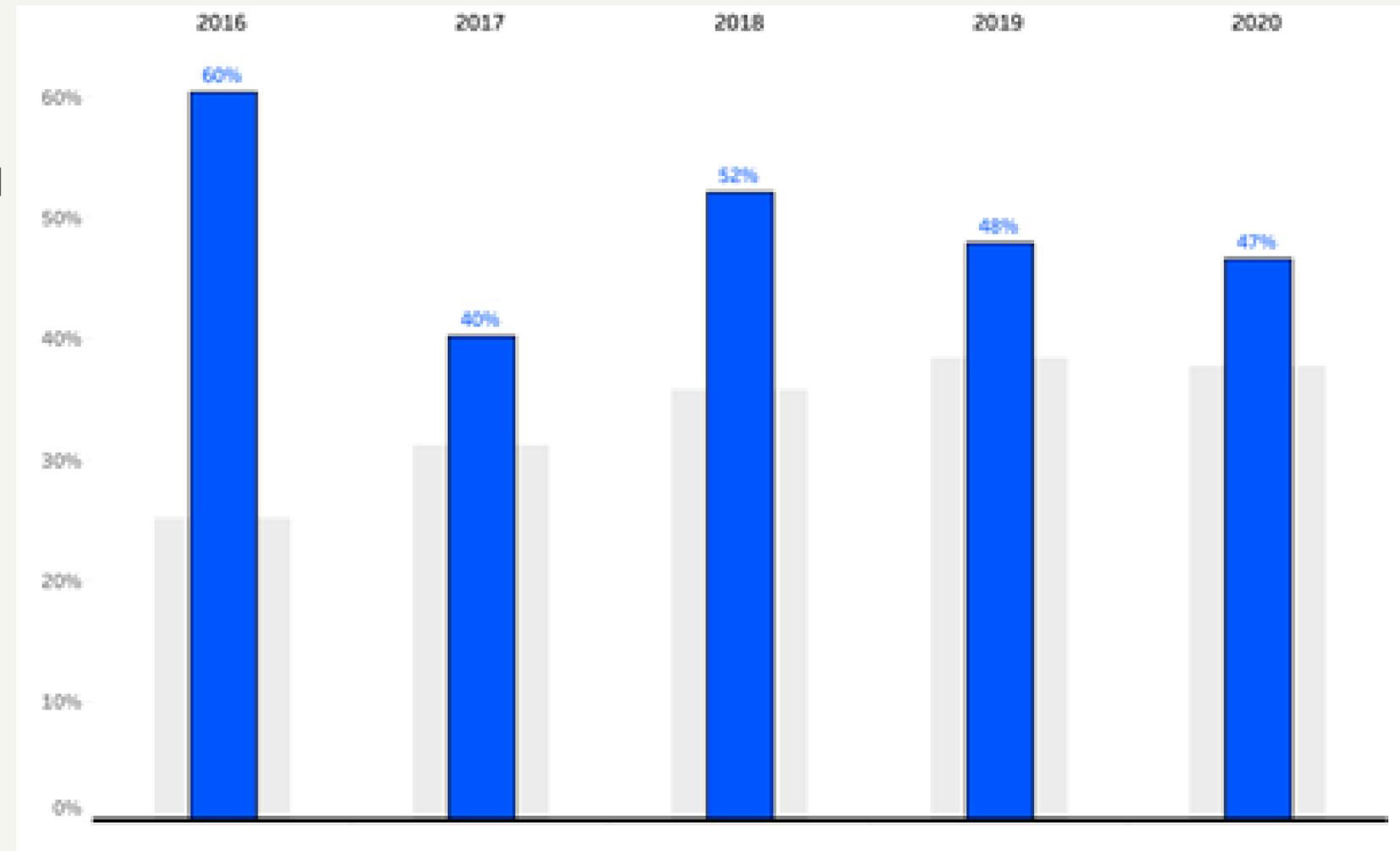




# Contrast Nationally

## Findings for Measure 4: Income Growth

For the 2020 reporting year, the percentage of those exiting CoC Projects in New Bedford who increased their total income was 47% (grey), more favorable than that of similarly sized CoC's' who realized an average of 38% (blue).

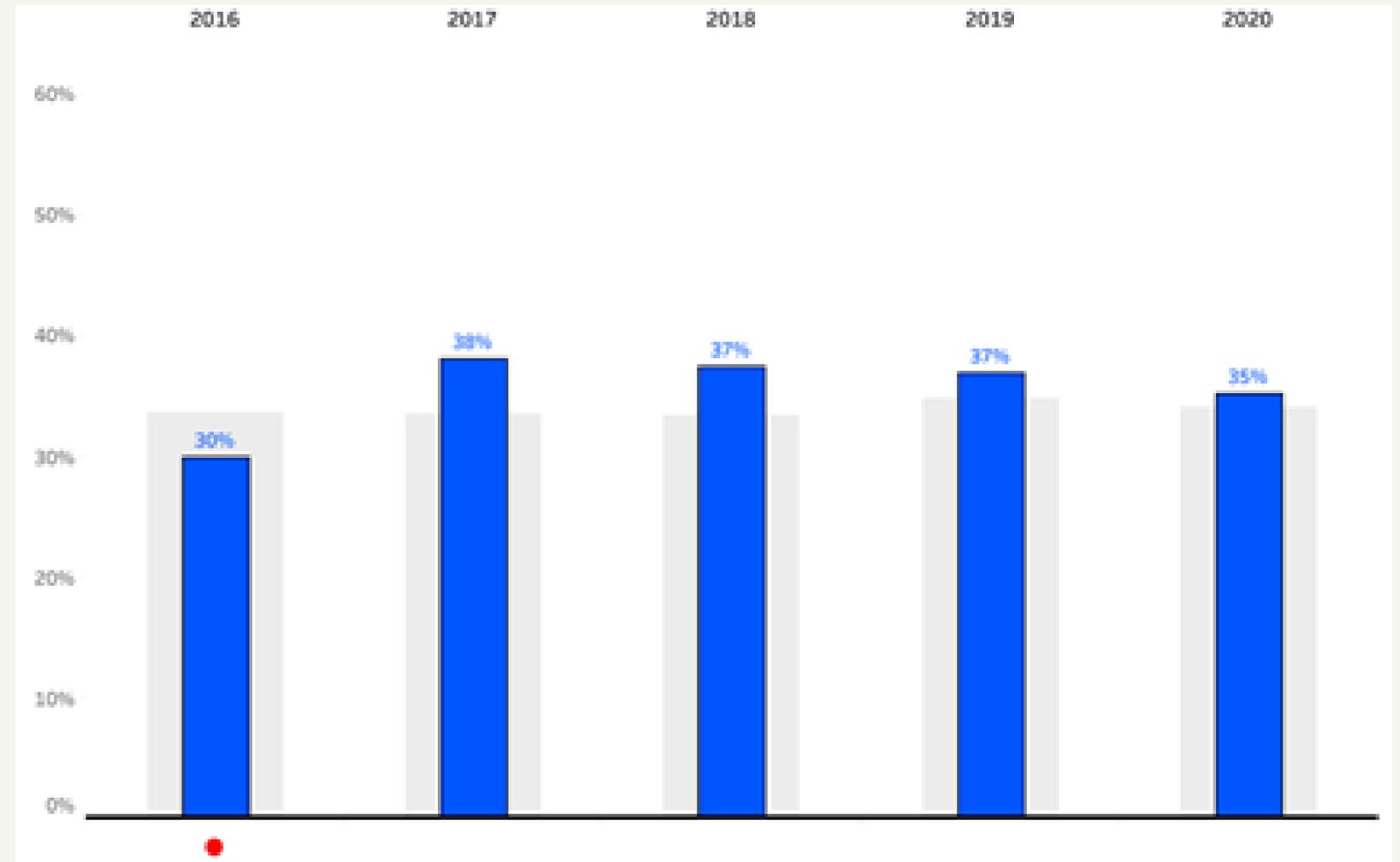




# Contrast Nationally

## Findings for Measure 4: Income Growth

For the 2020 reporting year, the percentage of those remaining in CoC Projects in New Bedford who increased their total income was 35% (blue), fairly consistent with the national average of 34% (grey) amongst similarly sized CoCs.

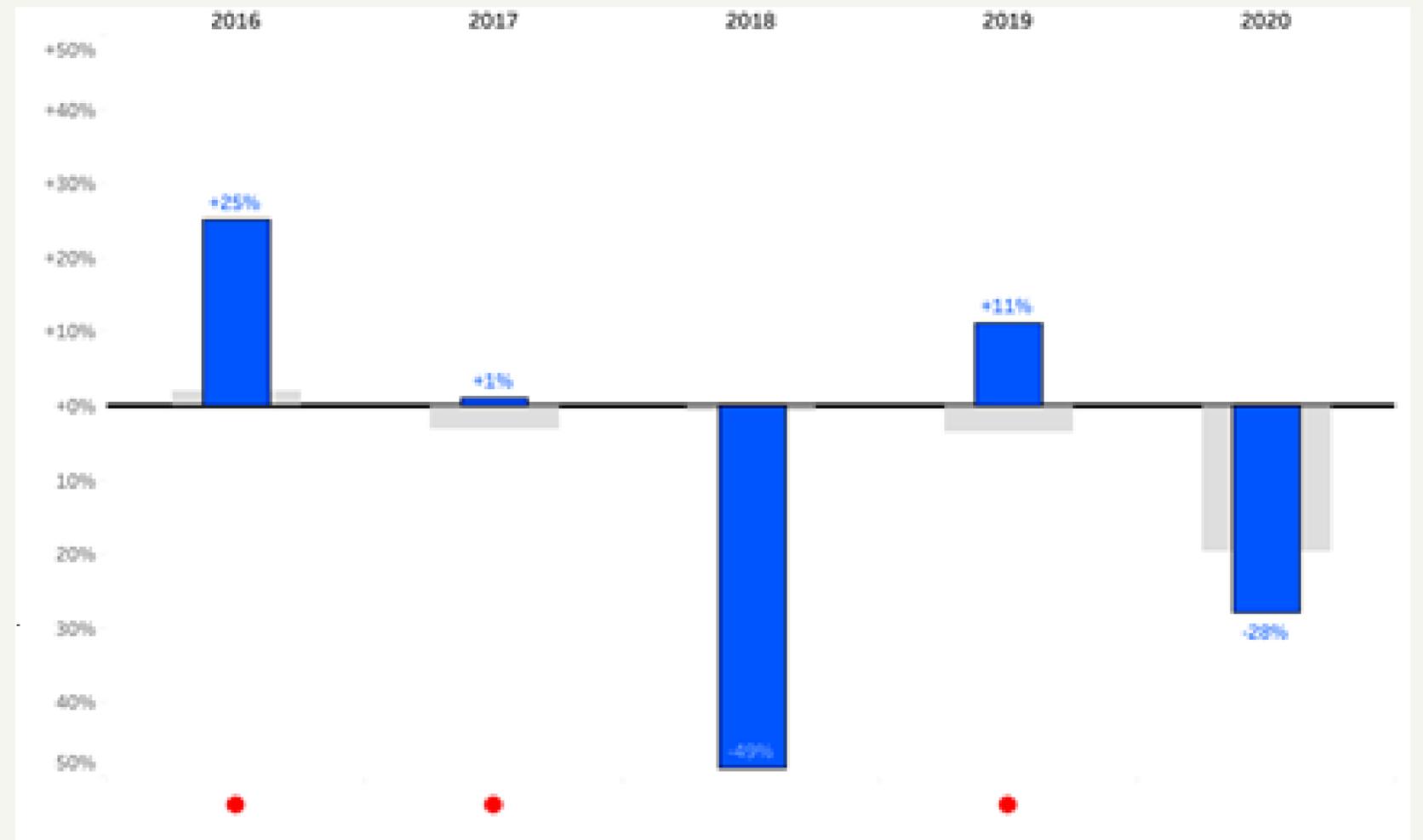




# Contrast Nationally

## Findings for Measure 5: Persons Experiencing Homelessness for the First Time

The percent change in those becoming homeless for the first time in 2020 (entering shelter or PH) since the previous year was -28% (blue), a figure that was appreciably less (-20%) than that of similarly sized CoCs from across the county (grey).

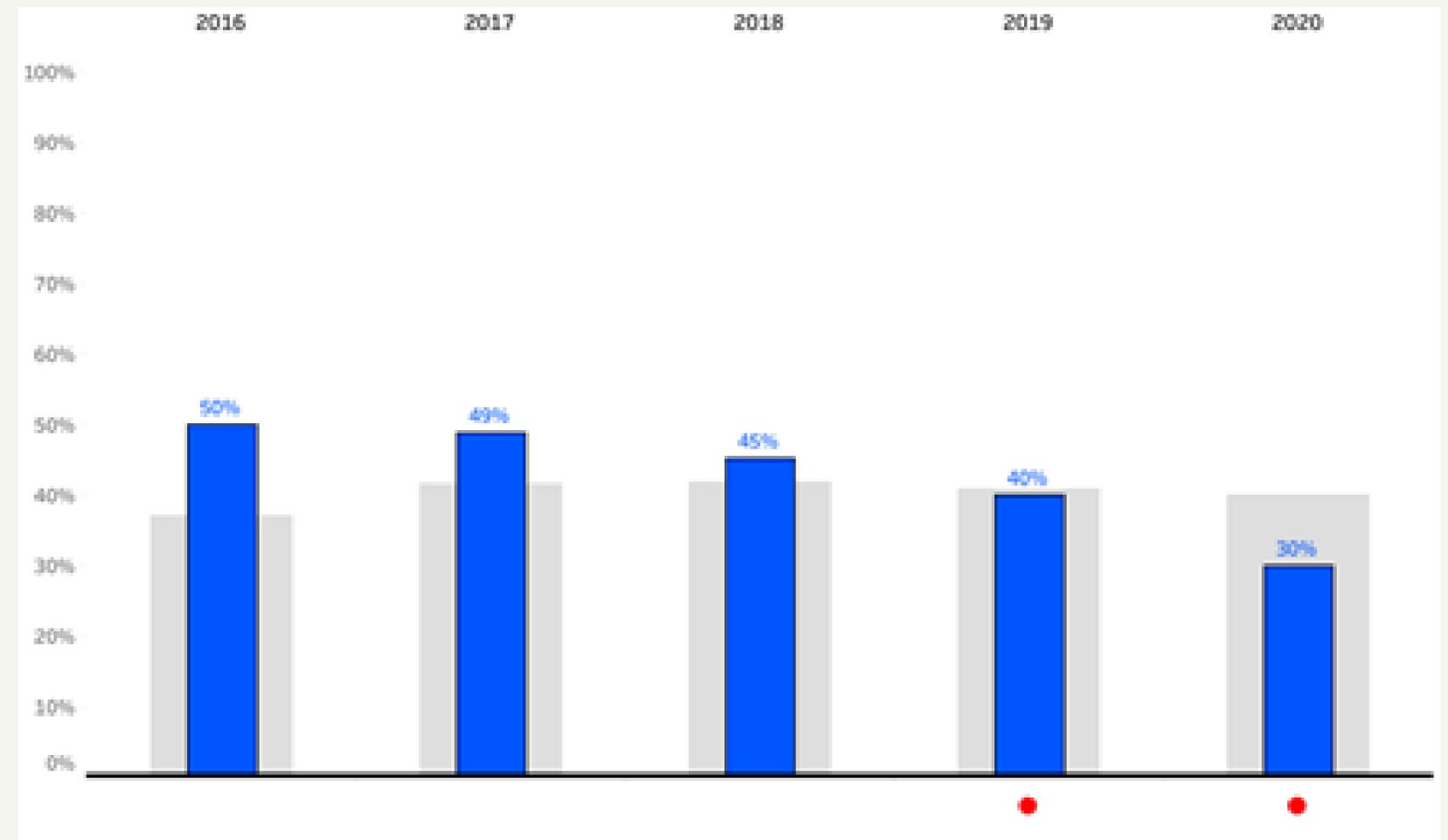




# Contrast Nationally

## Findings for Measure 7: Successful Housing Outcomes

For the 2020 reporting year, the percent of successful exits from ES, TH and RRH projects to housing was 30% within the NB CoC (blue), significantly below the 40% national average for similarly sized CoCs from ES, TH and RRH settings (grey).



# National CoC Performance Comparison Take-Aways...



## Areas of Strength

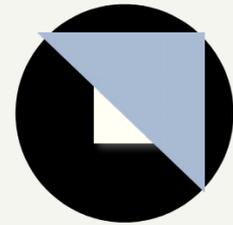
- New Bedford's 2% rate of those returning to homelessness within six months of exiting a housing project is quite favorable compared with the 9% average realized by similarly sized CoCs across the country.
  - The NB CoC's increase in income for 47% of those exiting its housing projects was more favorable than the 38% enjoyed by other CoCs of the same size.
  - New Bedford's percentage change of those becoming homeless for the first time in 2020 compared with 2019 in New Bedford (28%) was significantly less as contrasted with that of other similarly sized CoCs that averaged just 20% for the same period.
- 

## Neutral Ground

- Having served 10% fewer people experiencing homelessness in 2020 compared with its 2019 levels, the New Bedford CoC was fairly consistent with similarly sized CoCs across the country during that same period of time.
  - Although its increase in income for those exiting housing was more favorable than other CoCs of similar size, New Bedford's 35% increase in income for those remaining in housing projects was largely consistent with the nationwide rate of 34% for similarly sized CoCs. As was the case at the state level, such consistency both locally and across the country may be indicative of broader, systemic challenges in increasing income that are not necessarily unique to New Bedford.
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## Opportunities

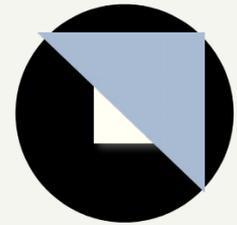
- Although the New Bedford CoC moves people out of emergency shelter at a rate faster than other MA CoCs (113 days), the median shelter stay is almost *double* the length of time (64 days) for similarly sized CoCs across the country.
  - As was the case with statewide figures, the percentage of those with successful exits from emergency shelter, transitional housing and rapid rehousing settings in New Bedford's CoC (30%) was significantly less than that of similarly sized CoCs across the country (40%), perhaps indicating an opportunity for exploring and activating best practices.
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# Moving Forward

In order to continue improving its performance, the New Bedford CoC, based solely on the comparison studies of 2020 System Performance Measures presented between itself and adjoining Continuums, Massachusetts Continuums and similarly sized Continuums across the country, may wish to consider the following actions moving forward:

- Continue attempts to rapidly rehouse those in emergency shelters through an increased reliance on diversion, rapid rehousing and other permanent housing opportunities.
- Continue efforts to ensure program participants exiting all CoC shelter or housing settings are stabilized and poised for long-term success in their future housing.
- Revisit its “move-on” strategies and partnership with the New Bedford Housing Authority to ensure that the CoC maximizes its available permanent housing stock.



# Moving Forward, Continued

- Work to support existing, and develop new, interventions that support the prevention of homelessness including employment training, educational programming, childcare supports, transportation options and a full compliment of mental and physical health options.
- Strengthen Coordinated Entry by revisiting the efficacy of the Continuum's existing prioritization standards.
- Reduce the amount of time people in New Bedford spend experiencing homelessness by supporting an active by-name list strategy and team.
- Conduct trainings and workshops to educate front line staff and case managers around opportunities to connect program participants with the tools needed to increase non-employment cash income including, but not limited to programs like SOAR.



## Moving Forward, Continued

- Convene a CoC committee to explore action strategies to improve exit outcomes from CoC housing and shelter programs.
- Conduct trainings for the CoC membership addressing trauma-informed care, racial trauma-informed care, cultural competencies and other modalities in order to improve the effectiveness of communication and connection with program participants.
- Develop a simplified dashboard-type tool that can regularly provide individual agencies—as well as the CoC as a whole—with a snapshot as to its performance in order to inform strengths and opportunities going forward.
- Other opportunities as determined by the CoC.



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