

Measuring Progress - Achieving Outcomes

2011 Progress Report on Ending Homelessness in Alameda County, CA

April 2012

by



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

Aspire Consulting LLC



Acknowledgements

This is Alameda County, California's second annual *Measuring Progress – Achieving Outcomes* report. It evaluates the performance during calendar year 2011 of individual programs and the system as a whole in achieving outcomes that we believe will bring an end to homelessness. Last year's report on 2010 outcome performance was published in July 2011. This year we committed to moving the publication date up three months to April 2012 in order to allow providers a longer lead time to adjust program practices and thereby impact their performance in 2012. The staffs of EveryOne Home and HMIS are planning to continue a spring release of this data in future years.

The data in this report is extracted from the local Homeless Management Information System (HMIS), known as InHOUSE, and supports our efforts to improve the system of care and bring about an end to homelessness by using local HMIS data for strategic planning and as an evaluation tool.

EveryOne Home wishes to acknowledge the work of the many people and organizations responsible for ensuring this report's publication, especially:

Agencies and Jurisdictions Using InHOUSE HMIS System

See Attachment A for a complete list

EveryOne Home Performance Management Committee

See Attachment A for a full list of members

EveryOne Home Leadership Board

See Attachment A for a full list of members

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Funders of the InHOUSE HMIS System

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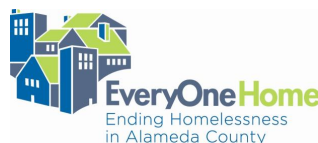
EveryOne Home looks forward to continuing to provide data and similar reports that help this community understand its impact on ending homelessness.

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Introduction and Background

The EveryOne Home Plan to prevent and end homelessness in Alameda County by the year 2020 was published in 2006 and an organization by the same name launched in 2007 to lead implementation. Since then EveryOne Home and community stakeholders have worked 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 2011 on outcome measures related to housing, income, and system efficiencies such as how quickly housing is obtained. It includes some comparisons to 2010 data, and identifies noteworthy trends. 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 systemwide 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. As HEARTH regulations are released later this year, some means of measuring local outcomes may be revised to comply with the new information about implementing and reporting on HEARTH goals.

To meet HEARTH Act and EveryOne Home Plan expectations, individual programs must perform well on outcome measures that are appropriate to their role in the system of care. The standardized outcomes and performance benchmarks adopted in 2010 for our system sorts programs into the following sectors:

- 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)

This report uses these sector names and their abbreviations as labels on the charts and in the narrative throughout this report. Some outcomes or performance measures 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 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 an increase of at least 10 points above their prior year’s performance would be viewed as meeting the improvement benchmark even if they had not yet reached the performance 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 which targeted specific populations (i.e. families versus single adults) or had differing program models (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. Subsequent reports will address these issues.

YEAR TWO PRIORITIES

Having successfully boosted the quality of the data set in the first year by improving rates of exit to known destinations, agencies and programs concurrently achieved an increase in the rate of persons exiting to permanent housing. **For year two, the goals built on year one successes and included:**

- Further increasing the rates of exits to known destinations
- Improving rates of obtaining permanent housing
- Reducing the length of time between program entry and acquiring permanent housing
- Expanding report to include program stayers as well as leavers
- Improving incomes through earnings or the obtaining of benefits

EveryOne Home can report substantial progress on year two priorities:

- Exits to known destinations continued to improve in all sectors, with all but two sectors exceeding last year’s systemwide average of 82%
- The system demonstrated a 30% increase in the rate of persons exiting programs with permanent housing from 33% in 2010 to 43% in 2011
- Both transitional housing and emergency shelter providers reduced the length of time between program entry and acquiring permanent housing by 8% and 6% respectively
- This report still includes only data for those persons exiting our system. It does not yet include data for those staying in programs. EveryOne Home expects to issue an expanded 2011 report

that includes stayers in late 2012. Any programs not identified individually in this report will be included in the expanded 2011 report.

- Finally, providers increased the numbers of persons exiting with some income who entered the system with none. Helping people to secure earned income remained a challenge for our system.

This communitywide effort to understand, direct and improve performance is a work in progress. This report puts local performance data in front of the community to support our growth and learning as we seek to better serve those in our community facing homelessness.

Housing

➤ Obtain Permanent Housing (Figure 1)

Overall the system has improved the rate of exits to permanent housing (PH) from 28% in 2009, to 33% in 2010, to 43% in 2011. The Emergency Shelter, Rapid Re-Housing, Drop In Center, and Outreach sectors met their performance benchmarks in 2011, with all four sectors demonstrating improvement since 2010. The Employment Program sector held steady at 23% for the third year in a row; the Transitional Housing and Services Only-Case Management sectors both had slight declines from 2010.

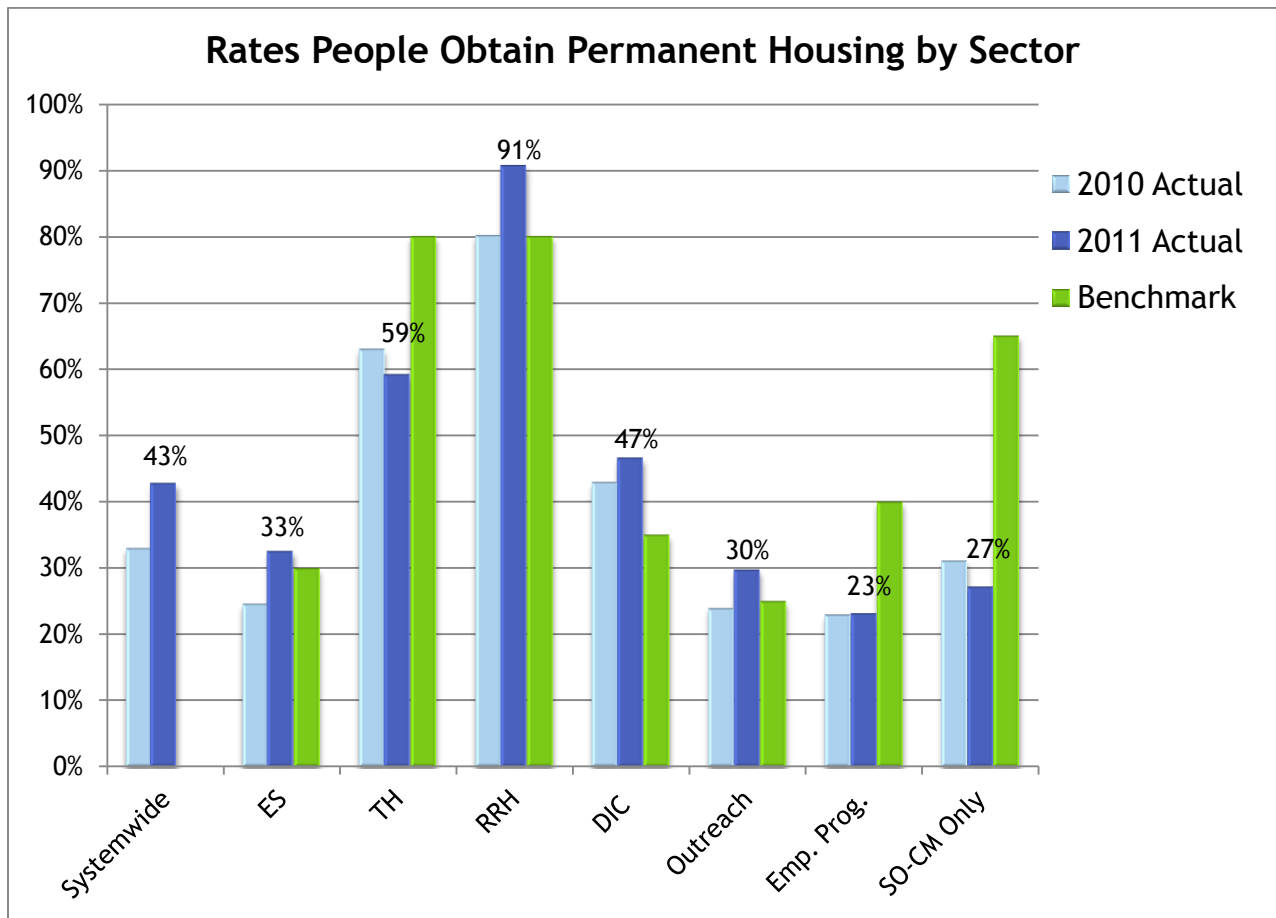
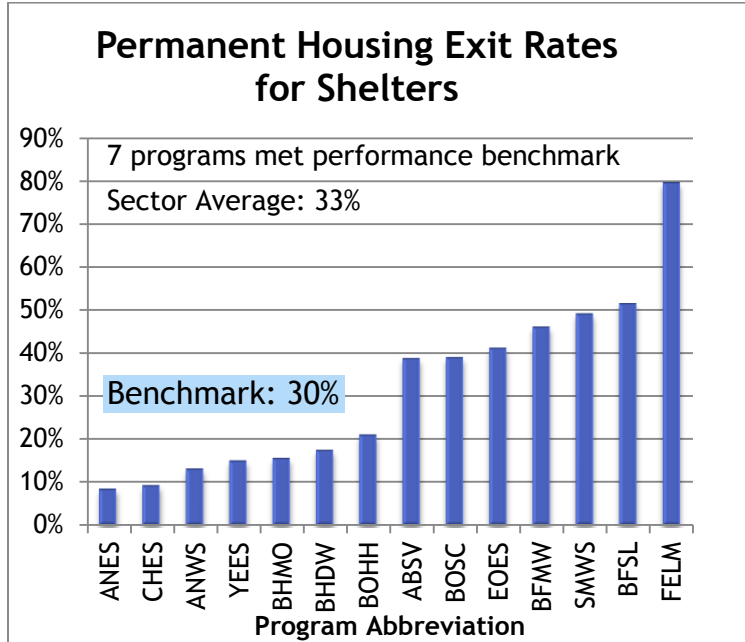


Figure 1 Percentage labels indicate 2011 actuals. Source for Systemwide data: 2011 APR run systemwide without HPRP. Sources for Sector data: InHOUSE Outcomes Report 2/3/12, run for each sector, 2011 Alameda County.

Emergency Shelter (ES) Sector (Figures 2 - 4): Fourteen emergency shelters in Alameda County exited 2,561 people from their programs in 2011.

The tables below display the rates of exits to permanent housing for each shelter in the sector labeled by an abbreviated shelter name (see Attachment C for a index of program names).



Highlights

Eleven of 14 shelters improved their performance rate, one stayed the same, and only two saw slight decreases of 2% and 4% respectively.

Four programs improved their rates by double digits, FELM from 30% to 80%. For EOES an increase from 25% to 41% meant they met the benchmark for the first time.

Last year BFMW and BFSL had more than 50% of their exits to permanent housing occur within 60 days. This year they are joined by YEES, SMWS, and FELM.

Figure 2 Source: InHOUSE Report "Outcomes" 2/3/2012 (run for Shelter sector and combined programs), 2011 Alameda County.

For the second year, results indicate that the bed capacity of a program may not correlate to outcomes in emergency shelters. The figures below examine the permanent housing exit rates in shelters by bed capacity of each program, Figure 3 for smaller facilities and Figure 4 for larger facilities. In Figure 3, nine shelters have 18-39 bed capacity with a wide range of permanent housing exit rates from 8% to 80%. The larger facilities range from 40 to 125 beds and demonstrated a similarly wide range of exit rates to permanent housing (13% to 41%). This analysis by shelter size is unlikely to be included in subsequent reports, but future reports will instead examine if exit rates to permanent housing are influenced by program design or target population.

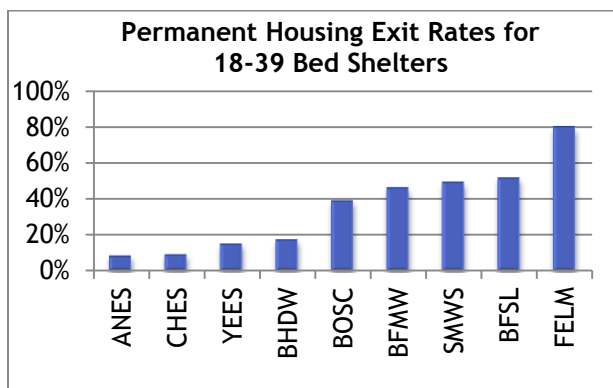


Figure 3

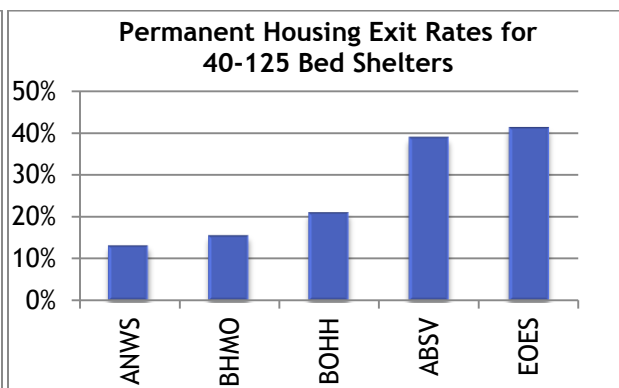


Figure 4

Source: InHOUSE Report "Outcomes" 2/3/2012 (run for Shelter sector and combined programs), sorted by capacity, 2011 Alameda County.

Transitional Housing (TH) Sector (Figures 5 - 6): Thirty transitional housing programs had 735 people exit in 2011. Six percent of those people had more than one exit from TH in the year. Programs labeled with an * have met the improvement benchmark by increasing their performance by 10 percentage points or more over the prior year, but have not yet achieved the performance benchmark of 80%.

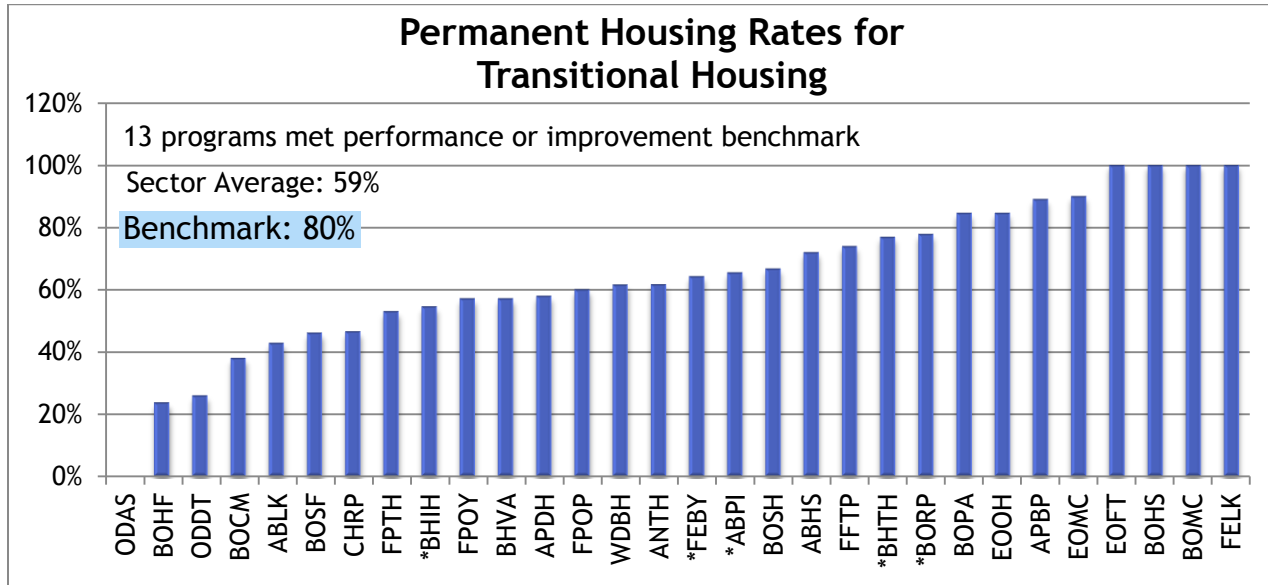


Figure 5 Source: InHOUSE Report “Outcomes “2/3/12” run TH sector, 2011 Alameda County.

Highlights

The current HUD national goal is for transitional housing programs to exit 65% of their participants to permanent housing. Fourteen programs (47%) met the national standard, down from 61% in 2010.

Two 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. Two programs are facility-based where participants must move at exit, which also achieved the same 100% outcome rate.

Eight programs surpassed the 80% performance benchmark, while five additional programs met the improvement benchmark by increasing 10 percentage points or more.

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 2011 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. In 2011 all four programs with 100% exit rates to permanent housing had capacities of 20-39 persons.

Size	Number of Programs	Range of 2011 PH Exit Rates	# Programs with 100% Exit to PH	% (#) Programs Meeting Goal
1 – 19 person capacity	13	0% - 85%	0	31% (4)
20 – 39 person capacity	11	24% - 100%	4	55% (6)
40 + person capacity	6	53% - 90%	0	50% (3)

Figure 6 Source: InHOUSE Report “Outcomes” 2/3/2012 (run for TH sector), sorted by capacity, 2011 Alameda County.

Services Only Sectors (Figure 7): The programs presented below combine four sectors: Outreach, Drop In Centers, Employment, and Services Only–Case Management. Each sector has a different permanent housing benchmark. These are small sectors with only two to four programs in each. 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. Figure 7 presents each program’s performance beside the benchmark for its sector. The expanded 2011 report will include additional programs and will present each sector separately instead of this combined format.

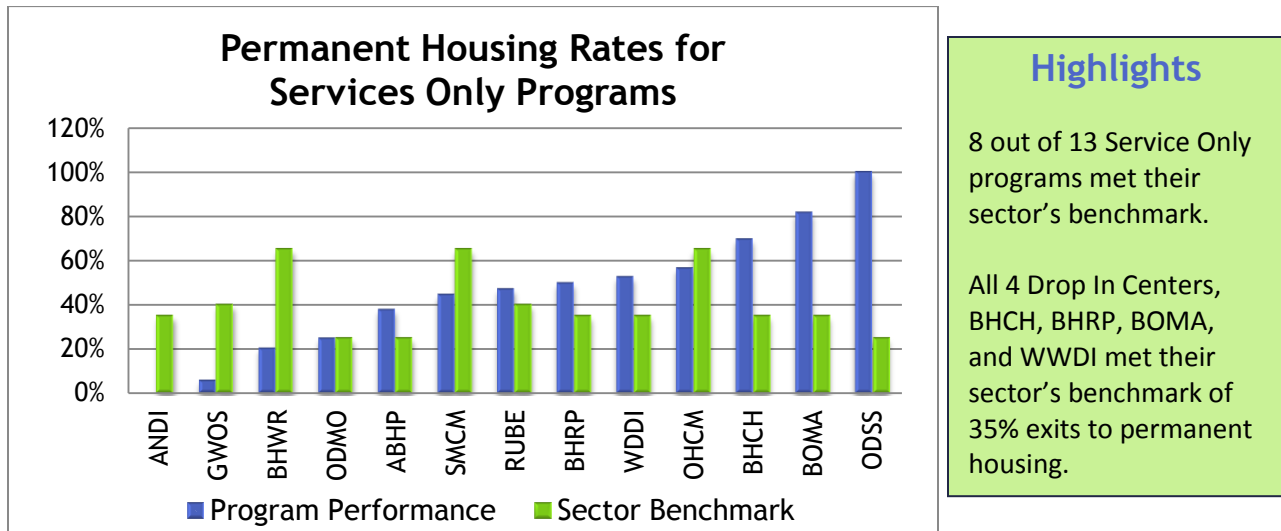


Figure 7 Source: InHOUSE Report “Outcomes” 2/3/12 (run for each program), 2011 Alameda County.

Types of Permanent Housing Obtained (Figure 8): As in 2010, 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%), family or friends on a permanent basis (21%), and ownership (2%). From 2010 to 2011 the percentage of people exiting to permanent rental housing with a subsidy increased by 4 points, while the number exiting to permanent supportive housing fell by 4 points.

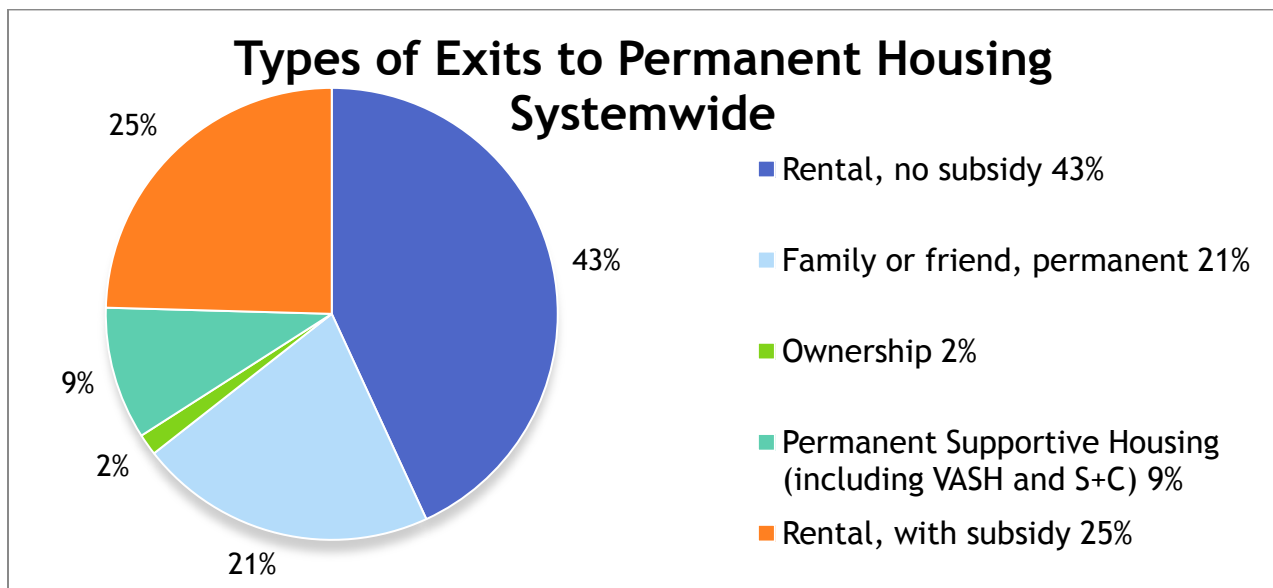


Figure 8 Source: InHOUSE Report APR v4.06.087 2/6/12 (run system wide without HPRP), 2011 Alameda County.

➤ Return to Homelessness (Figure 9)

In 2011 the systemwide rate of return to homelessness was once again 7%. This rate is the percentage of people exiting to permanent housing that subsequently reenter HMIS as homeless within the following twelve months, for the average of the months April 2010, July 2010, October 2010, and January 2011. Homeless is defined as 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 27% for emergency shelters to a low of 3% for Rapid Re-Housing (RRH) programs. The federal and local goal is that less than 10% of those who exit to permanent housing subsequently return to homelessness. Despite a slight increase within three sectors, the systemwide rate remains level because it includes prevention program.

Future reports may calculate this outcome measure differently based on guidelines expected to be issued by HUD later this year. EveryOne Home is also interested in examining return to homelessness from various exit destinations (rental with subsidy, rental without subsidy, family and friends, and home ownership) to assess whether some destinations are more likely to result in a return to homelessness than others.

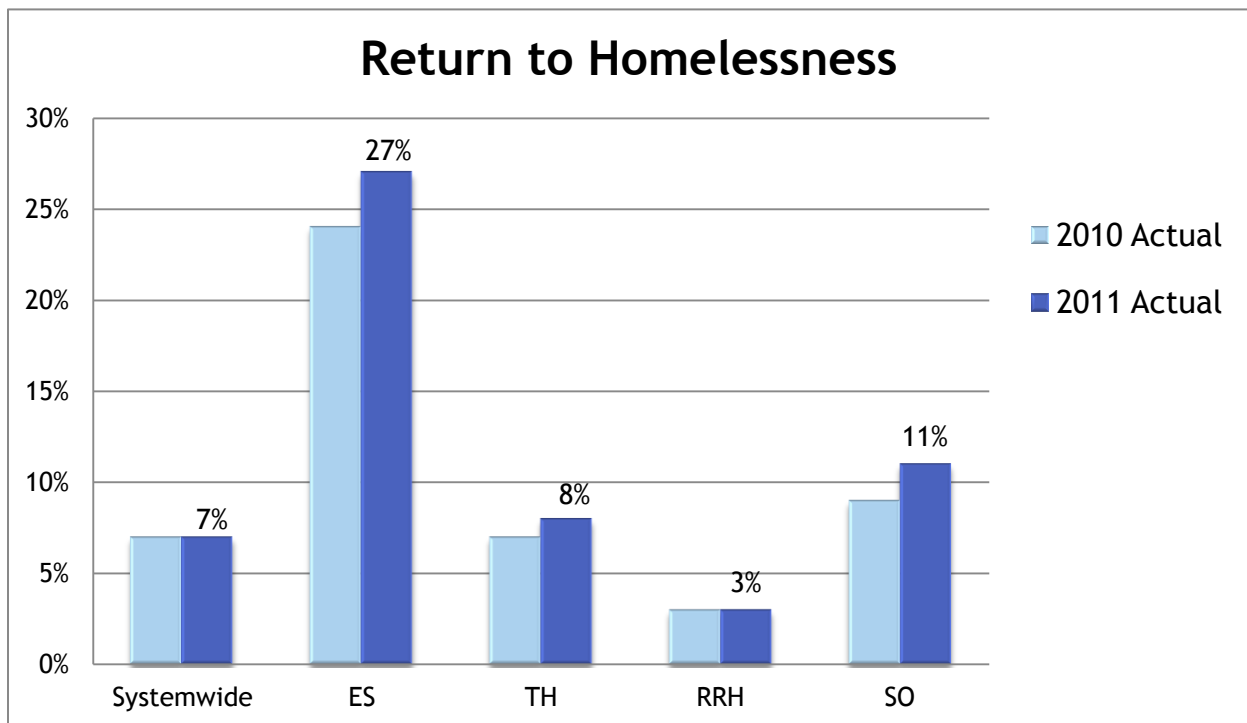


Figure 9 Source: InHOUSE Report “Returns to Homelessness v 12.02.03”, run by systemwide with HPRP and by sector for each quarterly increment, 2011 Alameda County.

➤ Retain Permanent Supportive Housing (PSH) (Figure 10)

Housing retention is measured at six months, twelve months, and three years to comply with local and federal outcome measures. The federal department of Housing and Urban Development expects 72% of persons moving into permanent supportive housing to maintain it for at least six months. Alameda County PSH programs exceed that federal benchmark as well as the local goals indicated in Figure 10 below. Locally this outcome is measured by excluding tenants who had moved in more recently than the time period being measured; for example, not counting tenants who had moved in less than six months ago for the first benchmark of six months.

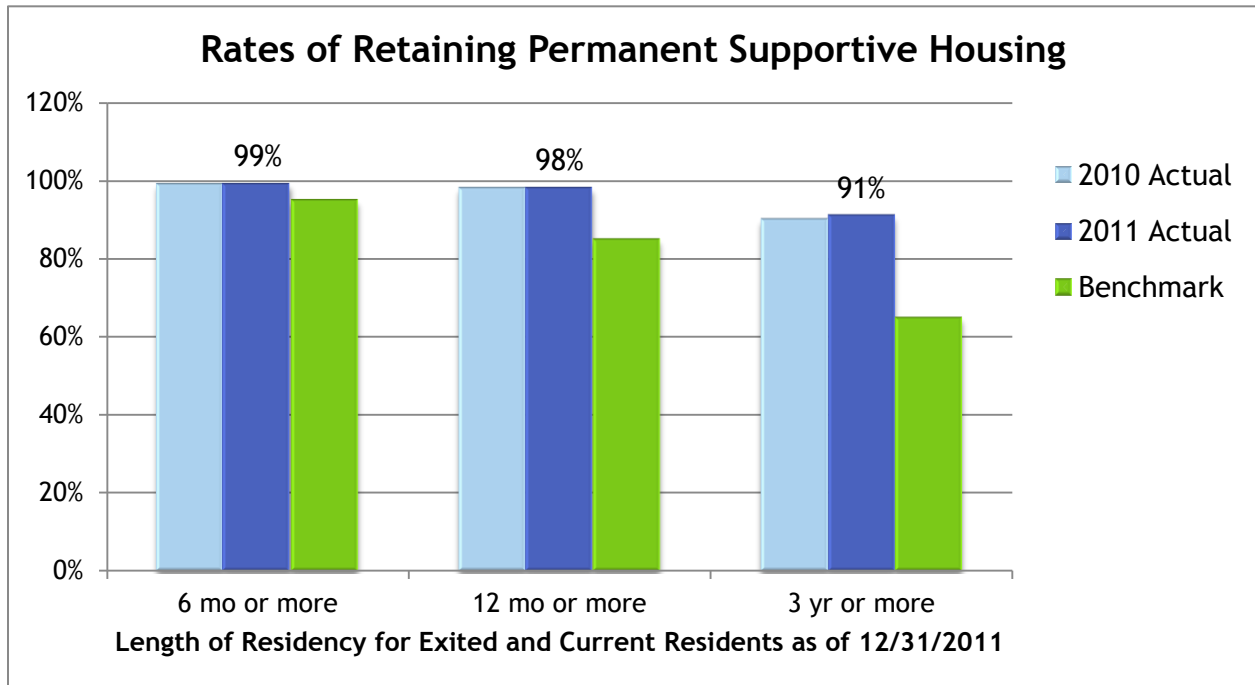


Figure 10 Percentage labels indicate 2011 actuals. Length of Residency for Exited and Current Residents as of 12/31/2011 Source: InHOUSE CoC APR, 2/17/2012.

➤ Turnover In Permanent Supportive Housing Programs (Figure 11)

Permanent supportive housing is a very cost-effective solution for chronically homeless, disabled persons when compared to the high expense of hospital stays and criminal justice involvement incurred by the community for people living in places not meant for human habitation. It is critical to target this deeply subsidized, service-rich resource to those who need it most. 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 2011, the same percentage as 2010. Of the 230 people who exited PSH in 2011, 49% exited to some other form of permanent housing. Over one third (37%) exited to permanent housing other than PSH which is less expensive to the system of care, including rental housing with subsidy, rental housing without subsidy, and staying with a friend or

family on a permanent basis. These positive exits from PSH to less expensive housing and services help ensure the system’s ability to target the right resources to the right people, at the right time.

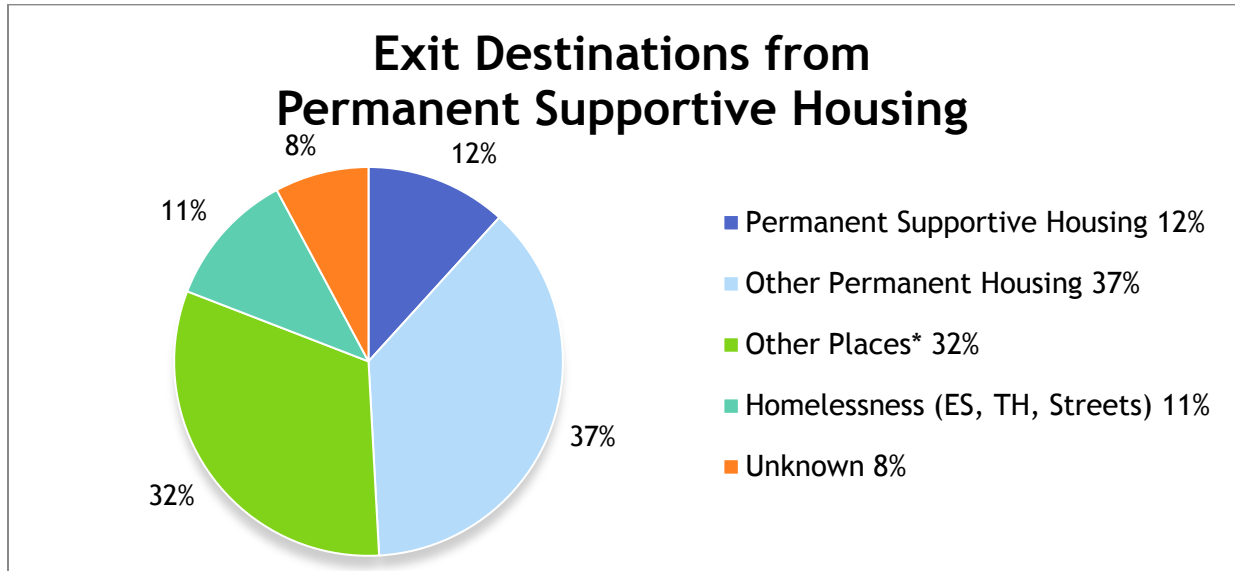


Figure 11 Source: InHOUSE Report “Outcomes” 2/3/12 (run for PSH Sector), 2011 Alameda County.
 * “Other places” includes staying with friends or family on a temporary basis, hospitals, jail or prison, substance abuse treatment or detox, hotel or motel without an ES voucher, Safe Haven, and deceased.

Income

➤ Change From No Income To Some Income (Figure 12)

Eight sectors now meet their benchmark, whereas in 2010 only four did. Those same eight sectors also saw improvements in their performance on this outcome; two sectors improved by over 30%. The following programs successfully assisted 100% of their clients who entered with no income to exit with some: Abode Services Lorenzo Creek SHP, Bonita House HOST S+C, City of Berkeley S+C TRA, LifeLong Medical Care BIST UA Homes, Alameda Point Collaborative Service Center, LifeLong Medical Care Project Respect, Second Chance RISE, and ANKA Drop In Center.

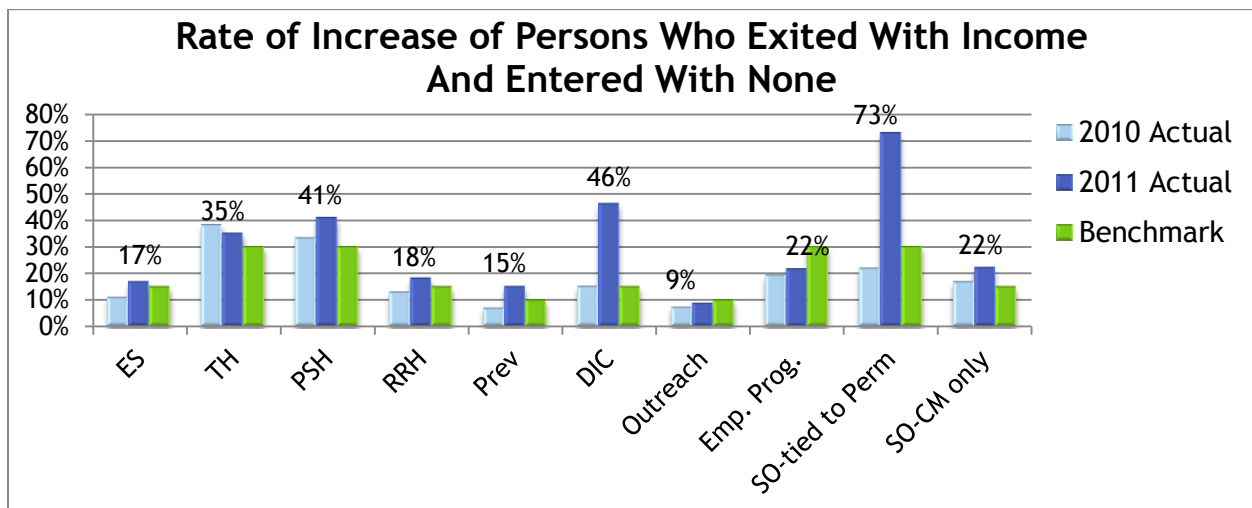


Figure 12 Percentage labels indicate 2011 Actuals. Source: InHOUSE Report “Outcomes” 2/3/2012 (run by sector), 2011 Alameda County.

➤ **Earned Income** (Figure 13)

Rate of exiting with earned income is a federal outcome and therefore has been adopted locally. From 2010 to 2011 all sectors increased the percentage of people exiting with earned income. Only one sector, Services Only- Case Management, surpassed its benchmark.

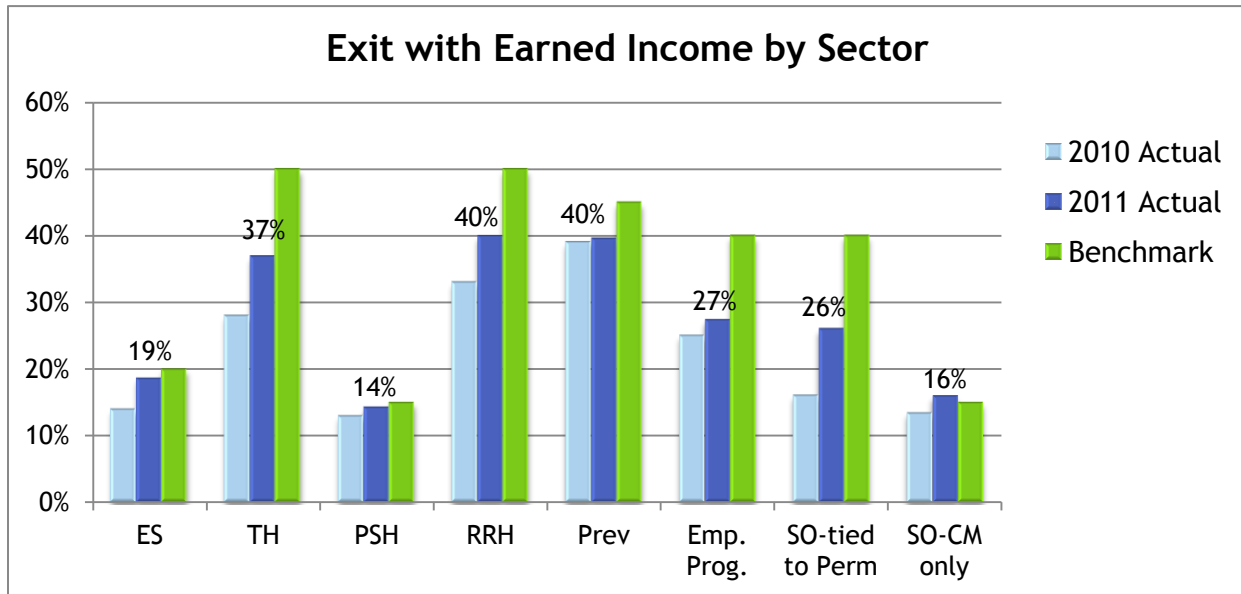


Figure 13 Percentage labels indicate 2011 Actuals. Source: InHOUSE Report “Outcomes” 2/3/2012 (run by sector), 2011 Alameda County.

Employment Programs Sector (Figure 14): In addition to exiting people to permanent housing, exits with employment are also essential to the stabilization of homeless households. 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. The expanded 2011 report will include outcomes for persons remaining in programs, which will provide a more complete picture of employment programs’ performance helping participants gain earned income. In 2011 the range of persons who exited from employment programs with earned income was 21% and 35%. The performance benchmark for Employment Programs is 40%.

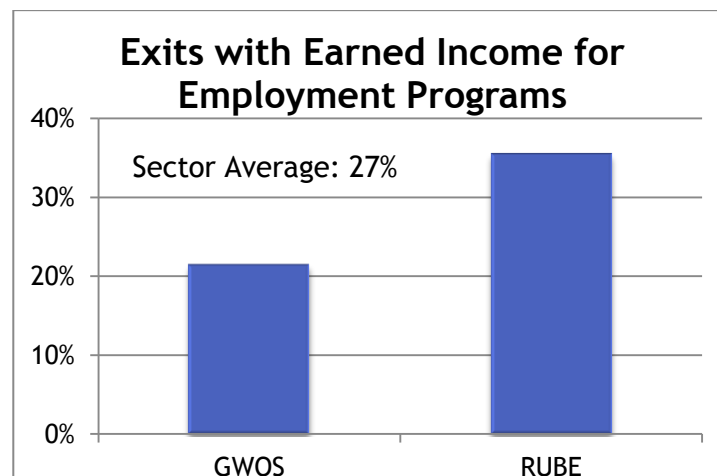


Figure 14 Source: InHOUSE Report “Outcomes” 2/3/2012 (run by sector), 2011 Alameda County.

System Efficiencies

➤ Rate of Exiting to Known Destinations (Figure 15)

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 for the second year in a row. All but one sector, Services-Case Management Only, met or came within a few percentage points of meeting this benchmark.

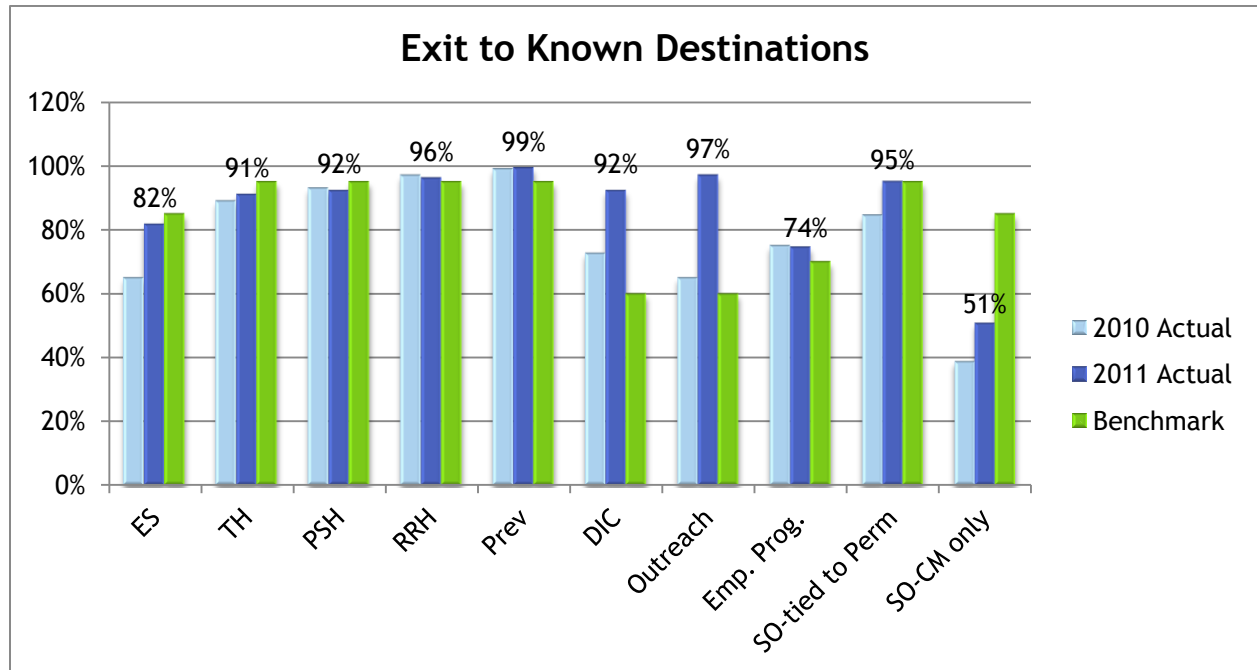


Figure 15 Percentage labels indicate 2011 Actuals Source: InHOUSE Report “Outcomes” 2/3/12 (run by sector), 2011 Alameda County.

➤ Reducing exits to streets or shelter (Figure 16)

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. All three sectors met their goal with fewer exits to the streets or shelter than the benchmark rate; however, 2011 showed significant increases for both Emergency Shelters and Services Only-Case Management programs.

Exits to Streets or Shelter	ES	Emp. Prog.	SO-CM only
2011 Actual	29%	12%	14%
2010 Actual	17%	13%	2%
2009 Actual	10%	18%	1%
Benchmark	less than 30%	less than 40%	less than 20%

Figure 16 Source: InHOUSE Report “Outcomes” 2/3/2012 (run by sector), 2011 Alameda County.

➤ Length of Stay (Figure 17)

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.

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	
	2010	2011	2010	2011	2010	2011
Shelter	60	56	84	79	59%	54%
Rapid Re-Housing	124	138	129	137		
Transitional Housing	346	288	383	351		

Figure 17 Source: InHOUSE Report “Length of Stay - Averages v 12.03.15” (run for ES, RRH, and TH sectors) and ES Sector “Outcomes” Report 2/3/2012, 2011 Alameda County.

Shelters and transitional housing programs noted a drop in both the average length of stay for all persons exiting and a marked decrease in the length of time to exit to permanent housing: a 5 day decrease in shelters (6%) and a 32 day decrease in transitional housing programs (8%). These reductions in lengths of stay contribute to a lower cost per person served within that sector, and more turnover within the programs to serve more homeless people over time.

As anticipated, rapid re-housing programs experienced increases in average length of stay for all persons exiting and those exiting with permanent housing (11% and 6% respectively). Given that the program can subsidize participants for up to 18 months (547 days) and 2010 was the first full year of rapid re-housing in Alameda County, an increase in lengths of stay was expected. Even with these increases, the program remains a short-term intervention with an average length of stay of under four months, nowhere near the maximum allowed by federal regulations.

Conclusion

On April 25th, 2012, an EveryOne Home Community Meeting was held to solicit stakeholders' input to determine the key successes of 2011 and further refine the priorities for 2012 and mandates for future work, including repurposing parts of the system of care to produce the greatest results in ending homelessness. Some work is already underway such as the exploration of a coordinated intake process and the assessment of our current use of transitional housing resources. Additionally, EveryOne Home will continue providing technical assistance, 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. To that end, EveryOne Home is excited to award cash prizes in 2013 for outstanding attainment of outcomes in 2012 and to offer the EveryOne Housed Academy to further the improvement in outcomes performance. While this work is underway, the outcomes achieved in 2011 uniquely guide the implementation of these activities as providers and investment replicate what is working best and devotes attention to more improvement in 2012.

EveryOne Home and community stakeholders celebrate the ongoing improvements in performance and in capacity to collect and analyze data across the system. Especially noteworthy are:

- the increases in exits with permanent housing
- the increased rates of people exiting the system with some income who entered with none,
- the retention rates in permanent supportive housing,
- the reduced lengths of stay in shelters and transitional housing, and
- a return to homelessness rate lower than the national average.

This progress propels the conversation about how to better the services we deliver and the outcomes we achieve for persons facing homelessness. The anticipated release of HEARTH regulations and new HMIS standards this year will also drive efforts in data collection, reporting, and defining successful outcomes.

A focus of 2012 will be on further improving reporting capabilities. In addition to generating data about both stayers and exiters from programs, community members want to see the results as real numbers as well as percentages, and more detail about exits from permanent housing and returns to homelessness. Community stakeholders praised the system's progress in collaboration, while calling for further coordination as well as increased understanding of the interconnectedness of the outcomes, programs and sectors in our system.

2012 will also emphasize achieving greater rates of obtaining permanent housing and increasing income and jobs. Participants asserted the need for continued Rapid Re-Housing resources in light of their demonstrated effectiveness. Given the rate of improvements on many performance benchmarks, community members expressed an interest in exploring whether those should be raised for future years.

Attachment A

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

Members of the

Performance Management Committee

Robert Ratner, BHCS, Co-Chair
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InHOUSE HMIS System

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Alameda County HCD
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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.
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Building Futures with Women and Children
City of Berkeley
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Covenant House
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Attachment B

Systemwide Outcomes and Efficiency Measures

Progress Measure: For all outcome and efficiency goals, programs can meet or exceed the numerical benchmark or show an 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)
Obtain permanent housing	<u>30% or greater²</u>	<u>80%</u>	Increase exits to other perm hsg by 10% over prev year	<u>80%</u>
Maintain/retain permanent housing			95% > 6 mos 85% > 12 mos 65% > 3 years	
Exiting to streets or shelter	<u><30%</u>			
Exiting to permanent <u>OR</u> interim housing				
Exit with earned income	20%	50%	20%	50%
Of those adults entering with no income, an increase in those who exit with an income	<u>15%</u>	<u>30%</u>	<u>30%</u>	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%
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
Other				

Systemwide 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.

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)	Street Outreach (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)
	<u>35%</u>	<u>25%</u>	<u>40%</u>	Increase exits to other perm hsg by 10% over prev year	<u>65%</u>
<u>90%</u>	90% of those who have housing at entry			95% > 6 mos 85% > 12 mos 65% > 3 years	
			<u><40%</u>		<u><20%</u>
	50%	50%			
45%			40%	40%	15%
10%	15%	10%	30%	30%	15%
95%	60%	60%	70%	95%	85%
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
			50% of those who gain employment do so within 13 weeks		

v. 10/05/10

Attachment C Program Abbreviations and Data Contributors

In this report, tables and charts within six sectors identify the achievements of specific programs within that sector (Emergency Shelters, Transitional Housing, Drop In Centers, Outreach, Employment Programs, and Service Only-Case Management not tied to permanent housing). Program names are identified in the report using the four letter abbreviations noted in the tables below. The first two letters represent the agency, the second two represent the program. Any of these programs making a 10 point improvement in an outcome area and thereby meeting the improvement benchmark will be noted by an asterisk preceding the program abbreviation.

Other programs' data is included in the findings for a sector but is not specifically identified program by program for the permanent supportive housing, rapid re-housing, prevention, and services only – tied to permanent housing sectors. Following the tables showing the program abbreviations is a list showing which program data is included in these four sectors.

New programs or those programs not included in this report will be included in the expanded 2011 report anticipated for late fall 2011.

Shelters

Abbreviation	Program Name
ABSV	Abode Services Sunrise Village
ANES	Anka Behavioral Health Emergency Shelter
ANWS	Anka Behavioral Health Winter Shelter
BHDW	Berkeley Food and Housing Project Dwight Way Shelter
BHMO	Berkeley Food and Housing Project Men's Shelter
BOHH	BOSS Harrison House Shelter
BOSC	BOSS South County Homeless Project
BFMW	Building Futures with Women and Children Midway Shelter
BFSL	Building Futures with Women and Children San Leandro Shelter
CHES	Covenant House Emergency Shelter
EOES	East Oakland Community Project Crossroads Emergency Shelter
FELM	FESCO Les Marquis Emergency Shelter
SMWS	St. Mary's Center Winter Shelter
YEES	YEAH! Emergency Shelter

Employment

Abbreviation	Program Name
GWOS	Goodwill Industries One Stop Employment Program
RUBE	Rubicon Berkeley Employment Program

Transitional Housing

Abbreviation	Program Name
ABHS	Abode Services Housing Scholarship
ABLK	Abode Services Linkages Program
ABPI	Abode Services Project Independence
APBP	Alameda Point Collaborative Barbers Point
APDH	Alameda Point Collaborative Dignity Housing West
APUV	Alameda Point Collaborative Unity Village
ANTH	Anka Behavioral Health Transitional Housing
BHIH	Berkeley Food and Housing Project Independent House
BHTH	Berkeley Food and Housing Project Transitional House
BHVA	Berkeley Food and Housing Project VA Transitional Housing
BOCM	BOSS Casa Maria
BOHF	BOSS Harrison House Family Transitional Housing
BOHS	BOSS Housing Stabilization
BOMC	BOSS McKinley House
BOPA	BOSS Pacheco Court
BORP	BOSS Rosa Parks House
BOSF	BOSS Sankofa House
BOSH	BOSS South County Sober Housing
CHRP	Covenant House Rites of Passage
EOFT	East Oakland Community Project Families In Transition
EOMC	East Oakland Community Project Matilda Cleveland
EOOH	East Oakland Community Project Our House
FEBY	FESCO Banyan House
FELK	FESCO Linkages Project
FPOP	First Place For Youth Oakland PATH
FPOY	First Place for Youth Oakland Youth Housing Collaborative
FPTH	First Place For Youth THP Plus
FFTP	Fred Finch Turning Point
ODAS	Operation Dignity Ashby House
ODDT	Operation Dignity Dignity Commons Transitional Housing
WDBH	Womens Daytime Drop-In Center Bridget House

Outreach

Abbreviation	Program Name
ABHP	Abode Services HOPE Project
ODMO	Operation Dignity Mobile Outreach
ODSS	Operation Dignity Mobile Outreach Season of Sharing

Drop In Centers

Abbreviation	Program Name
ANDI	Anka Behavioral Health Drop In Center
BHRP	Berkeley Food and Housing Project MSC Representative Payee
BHCH	Berkeley Food and Housing Project Multi-Service Center Housing
BOMA	BOSS MASC Multi-Agency Service Center
WDDI	Womens Daytime Drop-In Center DIC

Services Only -CM

Abbreviation	Program Name
BHWR	Berkeley Food and Housing Project Womens Resource Center
OHCM	Oakland Homeless Families Program Case Management
SMCM	St. Mary's Center Case Management

The sectors below do not report program-specific data within the report. The programs listed below the sector heading denote the programs whose data contributes to the sectors' performance.

Permanent Supportive Housing

- Abode Services Bridgeway Permanent Supportive Housing, Carmen Avenue, Concord House, HOPE Housing, Lorenzo Creek S+C and SHP, STAY Well Housing
- Alameda County Housing and Community Development PRA, SRA, SRO, and TRA
- Alameda Point Collaborative Non-Subsidized, Barbers Point, Dignity Housing West, Mariposa, Miramar, Unity Village, Perm APP, Spirit of Hope 1
- Ark of Refuge Walker House
- Berkeley Food and Housing Project Russell Street Residence CCL
- Bonita House HOST
- BOSS Peter Babcock House, Regent Street
- City of Berkeley Shelter + Care Alameda City Collaborative, Bonita House SRA, COACH, RCD-SRA, TRA, Square One
- LifeLong Medical Care Erna P. Harris Court, UA Homes, Dellums, Hamilton, Oaks

Prevention Sector

- Bay Area Youth Center Hayward Housing Stabilization
- Bay Area Youth Center Private Housing Stabilization
- East County HRC Dublin/Unincorporated County Housing Stabilization
- East County HRC State Livermore/Pleasanton Housing Stabilization
- Mid County HRC Alameda Housing Stabilization

- Mid County HRC Hayward Housing Stabilization
- Mid County HRC State San Leandro Housing Stabilization
- North County HRC Berkeley Housing Stabilization
- North County HRC Urban County Housing Stabilization
- Oakland Downtown HRC Housing Stabilization
- Oakland Eastmont HRC Housing Stabilization
- Oakland Eastmont HRC Pathway Home Housing Stabilization
- Oakland TAY Housing Stabilization
- South County HRC Fremont Housing Stabilization
- South County HRC State Union City Housing Stabilization
- South County HRC Urban County Housing Stabilization

Rapid Re-Housing Sector

- Bay Area Youth Center Hayward Housing Stabilization
- Bay Area Youth Center Private Housing Stabilization
- East County HRC Dublin/Unincorporated County Housing Stabilization
- East County HRC State Livermore/Pleasanton Housing Stabilization
- Mid County HRC Alameda Housing Stabilization
- Mid County HRC Hayward Housing Stabilization
- Mid County HRC State San Leandro Housing Stabilization
- North County HRC Berkeley Housing Stabilization
- North County HRC Urban County Housing Stabilization
- Oakland Downtown HRC Housing Stabilization
- Oakland Eastmont HRC Housing Stabilization
- Oakland Eastmont HRC Pathway Home Housing Stabilization
- Oakland TAY Housing Stabilization
- South County HRC Fremont Housing Stabilization
- South County HRC State Union City Housing Stabilization
- South County HRC Urban County Housing Stabilization

Services Only – Tied to Permanent Housing

- Abode Services RISE Project
- Alameda Point Collaborative Service Center
- BOSS RISE Project
- LifeLong Medical Care Project Respect
- Second Chance RISE Project

