Seattle/King County Continuum of Care
Revised System Wide Performance Targets and New Minimum Standards
Implementation Plan

I.   Background

The federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act requires that each Continuum of Care (CoC) establish targets and show annual progress in achieving those targets and reducing homelessness.

In 2013, the Seattle/King County CoC established CoC System Wide Performance Metrics for: 1) Exits to Permanent Housing, 2) Length of Stay, and 3) Returns to Homelessness that each program aspires to accomplish. The current CoC targets were developed based on a review of existing project type data taking sub-population distinctions into consideration. The City of Seattle, King County, and United Way funding contracts all include the current CoC targets language detailing the quarterly monitoring of targets and the consequences of projects failing to meet projected targets. Programs were provided with performance data in both 2013 and 2014 as an initial step toward measuring progress quarterly.

The All Home Strategic Plan calls for a continuation and improvement of efforts to measure our progress and adapt practices based on data. As part of the action steps of the Strategic Plan, All Home stakeholders committed to using the System-Wide Analytics and Projection (SWAP) suite of tools to better understand our systems planning and change efforts. King County, the City of Seattle, and United Way of King County (the "Funders") jointly funded a consulting contract with Focus Strategies that includes a full system analysis using the SWAP tools. Using our local data, Focus Strategies has made recommendations to realign funding and programming, and to improve investment alignment between King County funders to better support our shared goals to make homelessness rare, brief, and a one-time occurrence.

II.   Focus Strategies Recommendations

Focus Strategies recommends that the Seattle / King County CoC revise the current CoC System Wide Targets as follows: move away from an approach grounded in local data to one based on national practices; adopt utilization rate and entries from homelessness as additional standards; eliminate the distinction between overnight and case managed emergency shelters for single adults; adopt standards for transitional housing that reflect a 'bridge' model; and alter the distinctions between sub-populations.. See Attachment A for a comparison of current and recommended Focus Strategies system wide targets. Based on the Focus Strategies recommended targets, the proposed System Wide Targets are:

REVISED System Wide Targets					
Project Type	Core Outcomes			Entries from Homelessness	Utilization Rate
	Exit Rate to PH	Length of Stay	Return Rate to Homelessness		
Emergency Shelter	50% (S & YYA) 80% (F)	30 days (S & F) 20 days (YYA)**	8% (S & F) 5% (YYA)**	90%	95%
Transitional Housing	85%	90 days (S &F) 180 (YYA)**	8% (S & F) 5% (YYA)**	95%	95%

Rapid Rehousing	85%	120 days	3% (S & F) 5% (YYA)**	95%	NA
PSH	90%*	N/A	3% (S & F) 5% (YYA)**	95%	95%

*Following HEARTH, the PSH performance standard for Exits to Permanent Housing will be exits to and retention of permanent housing. This measure differs slightly from the Focus Strategy PSH permanent housing exit data included in the SWAP.

**Focus Strategies' recommendations do not include specific targets or minimum standards for Youth and Young Adults (YYA). These YYA metrics were established through subsequent analysis provided by Barbara Poppe.

In addition Focus Strategies recommends that for the first time the Seattle / King County CoC adopts minimum standards. As below, the minimum standards reflect the following changes in approach: move away from an approach grounded in local data to one based on national best practices; adopt utilization rate and entries from homelessness as additional standards; eliminate the distinction between overnight and case managed for exits to permanent housing from emergency shelters for single adults; adopt standards for transitional housing length of stay that reflect a 'bridge' model; and alter the distinctions between sub-populations.

NEW System Wide Minimum Standards					
Project Type	**Core Outcomes**			**Entries from Homelessness**	**Utilization Rate**
	Exit Rate to PH	**Length of Stay (days)**	**Return Rate to Homelessness**		
Emergency Shelter	40%(S) 65%(F) 35% (YYA)	90 (S/F) 30 (YYA)	10% (S/F) 20% (YYA)	90%	85% (S/F) 90% (YYA)
Transitional Housing	80%	150 (S/F) 270 (YYA)	10% (S/F) 20% (YYA)	90%	85%
Rapid Rehousing	80%	180	5% (S/F) 20% (YYA)	90%	NA
PSH	*90%	NA	5% (S/F) 20% (YYA)	90%	85%

*Following HEARTH, the PSH performance standard for Exits to Permanent Housing will be exits to and retention of permanent housing. This measure differs slightly from the Focus Strategy PSH permanent housing exit data included in the SWAP.

**Focus Strategies' recommendations do not include specific targets or minimum standards for Youth and Young Adults (YYA). These YYA metrics were established through subsequent analysis provided by Barbara Poppe.

III.   Funder Commitment

Funders recognize that projects have made considerable efforts to align with and reach the current CoC targets. To that end, King County, the City of Seattle, and United Way of King County agree to phase in a shift from our current CoC targets to the recommended Focus Strategies targets over the next two years (hereafter referred to as the NEW system-wide targets and minimum standards), fully implementing by

2018. This agreement is reflected in the Memorandum of Understanding for Implementation of Revised System Wide Performance Targets and Minimum Standards.

Improving system-wide performance increases our ability to make homelessness rare, brief, and one-time in King County. The implementation of minimum standards and revision of current target performance standards provides an opportunity to support this improvement by identifying and rewarding high-performing projects and providing targeted assistance to low-performing projects.

IV. Implementation Plan

Alignment to the NEW system wide targets and minimum standards will be made as follows:

- Effective immediately, the CoC will measure performance standards including entries from homelessness and utilization rate. All programs will be notified of the NEW system wide targets and minimum standards for use in future contracts.
- In the third quarter of 2016, the CoC will review the new system-wide targets and minimums to create a project - level plan to align with or exceed the recommended targets by 2018.
- Standards will be reviewed annually by the All Home Data and Evaluation Sub-Committee. Any changes to the standards will be determined by the Funders.

An annual implementation plan may be found in Attachment B.

A. Future Funding Rounds

In all future competitive funding rounds (see schedule below), minimum and target performance standards will be clearly defined.

RFI/RFP funding decisions will be based on a model consistent with our **Continuum of Care Notice of Funding Availability (CoC NOFA) ranking system**, adopted by the All Home Funder Alignment Committee. Under this model, for each RFI/RFP:

1) For all funding processes, the CoC evaluation team, acting on behalf of All Home, will create a consolidated ranking of all projects based on performance on the NEW system-wide targets and minimum standards identified above. The performance ranking will be used by funders for scoring in the RFI/RFP process. The ranking and the process used to create it will be shared on the All Home website. For processes led by a single funder, funder evaluation staff will follow a parallel process.
2) In addition, as part of the application process, agencies will report on their project performance and provide a plan and timeline for improvement where needed.
3) Projects meeting the System Wide Performance Targets in effect at the time of the RFI/RFP will be awarded bonus points.

B. Continuation Funding

Projects seeking the continuation of existing funding must show increasing progress toward meeting the project – level new system-wide targets and minimum standards.

C. Shifts to Project Models

In order to implement the NEW system-wide targets and minimum standards, shifts in project models for transitional housing projects and emergency shelters without case management are needed.

Shifts in relevant targets for those project types will be made in accordance with shifts in project models, with a goal to fully implement the recommendations by 2018.

V.　　Technical Assistance

Effective immediately, contract monitoring will include evaluation of progress towards CURRENT System Wide Performance Standards and NEW Minimum Standards.

All Agencies will be offered the opportunity to participate in technical assistance and support activities. Agencies with projects not meeting System Wide Minimum Standards in one or more categories, and/or agencies with projects not meeting at least one current System Wide Performance Standard will be required to participate in technical assistance activities.

Technical assistance may include the following:
- Peer-Peer Best Practice Seminars: Highlighting high-performing projects and cross-training/learning opportunities (staffed by All Home)
- City of Seattle Provider Learning Circles
- Capacity Building Plan – In development by All Home. Includes Fair Housing Training, Risk Management Training, Behavioral Health Cross-training and Resources, Housing First Training, Crisis Intervention, Risk Mitigation Funding, and Community/Neighborhood conversations about housing first.

VI.　　Provider Notification Process

Upon completion of the SWAP and following the All Home Community Meeting with Focus Strategies, a joint letter from funders will be sent to each agency to notify them of the changes documented here.

As soon as possible for calendar year 2015, and Q1 2016, project-level performance information on the recommended Focus Strategies targets will be published on the All Home website. Thereafter, project-level performance will be published on the All Home website on a quarterly basis. Results will be published with a one-quarter lag (i.e., results for Q1 will be published at the end of Q2) to allow sufficient time for data entry, clean-up, and analysis. It is the expectation of funders that all HMIS data be entered correctly on the timeline documented in current contracts. Adjustments will not be made to quarterly performance reports due to errors in the underlying data. Targets in effect at the time of the analysis for both System Wide Performance Standards and System Wide Minimum Standards will be incorporated.

Attachment A: System Wide Performance Metrics Comparison Chart

Project Type	Length of Stay			Exit Rate to PH			Return Rate to Homelessness			Entries from Homelessness		Utilization Rate	
	Previous CoC Target	Focus Strategies Target	Revised CoC Target	Previous CoC Target	Focus Strategies Target	Revised CoC Target	Previous CoC Target	Focus Strategies Target	Revised CoC Target	Focus Strategies Target	Revised CoC Target	Focus Strategies Target	Revised CoC Target
Emergency Shelter	37 (S) 100 (F) 20 (YYA)	30 days	30 days (S/F) 20 days (YYA)	5%/20% (S-overnight/ case mgd) 33%(F) 10%(YA) 33%(Y)	50% (S & YYA) 80% (F)	50% (S/YYA) 80% (F)	15% (S) 5% (F) 30% (YYA)	NA	8% (S/F) 5% (YYA)	90%	90%	95%	95%
Transitional Housing	325 (S) 390 (F) 275 (YYA)	90 days	90 days (S/F) 180 days (YYA)	70%(S) 80%(F) 64%(YYA)	85%-90%	85%	7% (S/F) 15% (YYA)	NA	8% (S/F) 5% (YYA)	95%	95%	95%	95%
Rapid Rehousing	NA	120 days	120 days	80%	85%-90%	85%	10%	NA	3% (S/F) 5% (YYA)	95%	95%	NA	NA
PSH	NA	NA	NA	91%	NA	90%	10%	NA	3% (S/F) 5% (YYA)	95%	95%	95%	95%

Attachment B: Annual Implementation Plan

Below is an outline of how each of the Funders will align to our shared 2018 goal that all housing programs will meet at least one of the CORE NEW system wide targets to be eligible for funding and that 50% of RFP scoring will be based on performance metrics.

Year 1 - 2016		
County	**City**	**UWKC**
Data Review		
- Project-level performance will be posted quarterly on the All Home website with a one-quarter delay. - As always, providers may review their performance on all metrics other than returns to homelessness at any time.		
RFP's		
- Include language in all RFPs prioritizing the NEW system wide targets and minimum standards. - 30% of RFP points are dedicated to performance metrics. - Apply CoC Funding Ranking Order process to determine applicants points awarded for performance metrics.	No RFP process in 2016	- Include language in all RFPs prioritizing the NEW system wide targets and minimum standards. - Apply CoC Funding Ranking Order process to determine applicants points awarded for performance metrics.
Continuation Contracts		
- At contract renewal, projects that do not meet or demonstrate progress on the project – level targets and minimums during 2016 will receive a notification of low performance.		

Year 2 – 2017 Changes from year 1 are underlined
Data Review
- Project-level performance will be posted quarterly on the All Home website with a one-quarter delay. - As always, providers may review their performance on all metrics other than returns to homelessness at any time.
RFP's
- 40% of RFP points are dedicated to performance metrics. - Apply CoC Funding Ranking Order process to determine applicants points awarded for performance metrics. - Projects must meet one of the NEW system wide minimum standards.
Continuation Contracts

	- Projects that do not meet or demonstrate progress on the project – level targets and minimums during 2017 <u>will not receive continuation funding in 2018</u>. - <u>At contract renewal projects must meet at least one of the Core NEW system minimum standards</u>.

Year 3 – 2018 <u>Changes from year 2 are underlined</u>
Data Review
- Project-level performance will be posted quarterly on the All Home website with a one-quarter delay. - As always, providers may review their performance on all metrics other than returns to homelessness at any time.
RFP's
- <u>50%</u> of RFP points are dedicated to performance metrics. - Apply CoC Funding Ranking Order process to determine applicants points awarded for performance metrics. - <u>Projects must meet one of the core NEW system wide targets</u>.
Continuation Contracts
- Projects that do not meet or demonstrate progress on the project-level targets and minimum standards may not receive continuation funding. - At contract renewal projects must meet at least one of the Core NEW system minimum standards.