



INTERAGENCY COMMISSION ON HOMELESSNESS

Outcomes and Improvement Committee Recommendations September 2021

Establishing Annual Performance Goals for the Montgomery County Continuum of Care
The Outcomes and Improvement Committee (OIC) recommends the Interagency Commission on Homelessness (ICH) vote to adopt the following performance projections for the current federal fiscal year (October 1, 2020 – September 30, 2021) and the performance goals for the next federal fiscal year (October 1, 2021 – September 30, 2022). Historical data for these goals can be found on pages 3 and 4 of this memo.

1. **Goal #1 (System Performance Measure #1):** Decrease the average length of homelessness by 15%.
FY21 Projection: 141 days
FY22 Target: 120 days

2. **Goal #2 (System Performance Measure #2):** Maintain the already low percent of households who return to homelessness, so that no more than 13% of housed households return within two years.
FY21 Projection: 15%
FY22 Target: 13%

3. **Goal #3:** Decrease the number of people experiencing homelessness on any given night:
 - by 10% among sheltered people
FY21 Projection: -10% (509 individuals)
FY22 Target: -15% (433 individuals)
 - by 25% among unsheltered people
FY21 Projection: -34% (68 individuals)
FY22 Target: -10% (61 individuals)

4. **Goal #4 (System Performance Measure #4):** Increase the number of adults who increase their total cash income while in permanent housing to 40%. *HUD CoC-funded Projects only.*
FY21 Projection: 38%
FY22 Target: 40%

5. **Goal #5 (System Performance Measure #5):** Decrease the number of first-time homeless by 20%.
FY21 Projection: +25% (1000)
FY22 Target: -20% (800)

6. **Goal #6 (System Performance Measure #7):** Increase the number of households placed in permanent housing to 50% of all exits.
FY21 Projection: 48%
FY22 Target: 50%

Why is it important to set system performance goals?

System performance goals will help Montgomery County reduce homelessness if they are used to align resources and guide decision making. Establishing goals will communicate a vision for the future and ensure all stakeholders in the Continuum of Care are working towards common results.

How were these goals determined?

In 2016 the Performance Review Committee (now the OIC) adopted the seven U.S. Department of Housing and Urban Development (HUD) System Performance Measures as indicators of performance for Montgomery County. Between 2016 and 2017, the committee spent considerable time reviewing performance data, evaluating data quality, and understanding the system's performance. The ICH approved the Committee to move forward on establishing system performance goals in March 2018. To establish these proposed goals, the Committee reviewed past performance data and considered reasonable improvements to the homeless system which are expected to improve performance. The Committee has continuously monitored performance data and data quality. The Committee decided that these efforts could be expanded, and the new aspirations of the committee are reflected in the Goals above and the updates below. These updated Goals reflect both the parameters of the HUD System Performance Measures and the consensus of the Committee about what is ambitious, realistic, and achievable for Montgomery County in the coming federal fiscal year(s).

What needs to happen for Montgomery County to achieve these goals?

Montgomery County conducted a gaps analysis in September 2017 which made recommendations to improve the homeless system in the County. In July 2017, the committee recommended ICH implement the following recommendations to meet the performance goals:

- Adopt a performance based contracting system that rewards providers who are contributing to improved system performance.
 - OIC is working on a framework to help the CoC identify high-performing providers.
- Utilize existing prevention resources to establish diversion programs in emergency shelters, particularly for single adults who are not chronically homeless.
- Expand rapid re-housing (RRH) by 150 units and adopt the Critical Time Intervention as the services strategy to increase the number of households served in existing units.
 - New RRH programs with a total capacity of 321 units

- Increase investment in housing location services, particularly to households with the longest stays in shelter and transitional housing.
 - Housing locator positions have been created within some emergency shelters.
- Expand the Move Up program to determine consumers’ ability to transition out of Permanent Supportive Housing and into other permanent housing.
- Move the administration of the Rental Assistance Program (RAP) into the coordinated entry system.
- Co-locate other mainstream services at coordinated entry to ensure eligible households are connected to public benefits, employment services and behavioral health.
 - CES committee

In addition, the committee recommended ICH implement the following recommendation:

- Improve coordination between the singles and family system to allow pregnant women to receive seamless shelter and support.

[OIC work to achieve these goals](#)

Through the HMIS subcommittee, OIC is testing and implementing procedures for data quality and improvement. Data quality has been improving in some areas for the past several years, but there are still some gaps that the recent Data Quality Plan is meant to address. HMIS staff have also been reworking HMIS training and resources to facilitate better and more consistent data entry by HMIS end users.

[How are these goals measured?](#)

The committee recommends these goals be established for the time period of October to October each year, with the exception of Goal #3, which is measured by the Point-in-Time count which takes place in January. The tables below represent a brief history of the CoC’s progress on the goals listed above.

1. The average length of homelessness measures the average length of time people remain in emergency shelter, safe haven, and transitional housing programs.

FY18	FY19	FY20	FY21 Projection	FY22 Target
107 (-13.7%)	97 (-9.3%)	111 (+14.4%)	141 (+27%)	120 (-15%)

2. Return to homelessness measures the number of people who exited the homelessness system to permanent housing and who returned to the system within 24 months of their date of exit to permanent housing.

FY18	FY19	FY20	FY21 Projection	FY22 Target
16%	16%	16%	15%	13%

3. The number of people experiencing homelessness is measured by the annual Point-in-Time count of sheltered (S) and unsheltered (US) persons.

	FY18	FY19	FY20	FY21 Projection	FY22 Target
S	707 (-7.3%)	572 (-19.1%)	567 (-0.9%)	509 (-10%)	433 (-15%)
US	133 (+1.5%)	75 (-43.6%)	103 (+37%)	68 (-34%)	61 (-10%)

4. The income growth of adult clients in HUD CoC-funded programs is currently measured by comparing the most recent information for all adult to the information when each of those adults entered the program, they are currently in.

FY18	FY19	FY20	FY21 Projection	FY22 Target
39%	39%	38%	38%	40%

5. The number of first-time homeless is measured by the number of people who are entered into the Homeless Management Information System (HMIS) for the first time or who have entered the homeless system for the first time in the last two years (after previously being in the system).

FY18	FY19	FY20	FY21 Projection	FY22 Target
1511 (-4%)	1452 (-3.9%)	1315 (-9.4%)	1300 (-1%)	1170 (-10%)

6. The number of households placed in permanent housing is measured by the percent of households who exited safe haven, transitional housing, and rapid re-housing programs to permanent housing destinations (HUD SPM 7b.1). Permanent housing destinations include rental housing with or without an ongoing subsidy and staying with family or friends permanently.

FY18	FY19	FY20	FY21 Projection	FY22 Target
41%	35%	35%	48%	55%