

## Program Evaluation Methodology

The Evaluation Methodology document establishes the purpose, definition, goal-setting and reporting methodology for each of the indicators that CSB currently tracks for its reporting needs.

**Purpose:** identifies the reason for the indicator

**Programs:** identifies the programs for which an indicator applies

**Definition:** CSB definition for the indicator

**Goal-setting methodology:** used by each agency to set goals around the indicator

**Reporting methodology:** detailed description on how CSB is calculating the indicator

### Reporting Conventions

- 1) Measures apply only to heads of household with the exception of income-related measures.
- 2) A family is defined as a household consisting of at least one adult and at least one minor child.
- 3) The term “head of household” applies both to families and to single adult clients. Each unit, regardless whether it consists of a family or a single adult, must have a head of household. A household may not have more than one head of household.
- 4) The term “household” describes a unit consisting of either a family or a single adult.
- 5) Emergency shelter reporting methodology includes overflow numbers. Goals do not include overflow.
- 6) Permanent Supportive Housing includes Shelter Plus Care

### Purpose, Definition, Goal-setting & Reporting Methodologies *(in alpha order)*

#### 1) ***Access to CSB Direct Client Assistance (DCA):***

- a) **Purpose:** Indicates that program is assisting households to access DCA and obtain housing. A higher rate of access is considered positive.
- b) **Programs:** Outreach, Resource Specialists, Direct Housing, Stable Families Program and Transition Program.
- c) **Definition:** The percent of exited distinct households receiving either Transition Program DCA or FHC DCA (for FHC DCA - for up to 90 days prior to and during the report period), as a percentage of distinct household exits during the report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy; based on historical trends or anticipated performance.
- e) **Reporting methodology:** The total number of exited distinct households that received CSB program DCA (for FHC DCA - for up to 90 days prior to and during the report period) / total number of distinct households served that exited the program during the report period.

#### 2) ***Average CSB Direct Client Assistance (DCA) Amount per Household:***

- a) **Purpose:** Indicates that program is cost-efficient in accessing DCA. A lower average amount per household indicates that program has leveraged other community resources.
- b) **Programs:** Direct Housing, Stable Families Program and Transition Program
- c) **Definition:** The average dollar amount of total CSB direct client assistance received per distinct household during the report period.

- d) **Goal-setting methodology:** Based on historical trends, anticipated performance, and available resources.
  - e) **Reporting methodology:** Total monetary assistance awarded to all households during report period / total number of distinct households served that received assistance
- 3) **Access to resources to avoid shelter admission and stabilize housing:**
- a) **Purpose:** Indicates program's success in ending homelessness.
  - b) **Programs:** Emergency Shelters
  - c) **Definition:** Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: E1, E2, E3, E4, E7, E9, E10, E11, E12, E22, E23, E24, E25, E27, E34, E37, E39, E40, E41, E42, E43, E44, E45, E46, E47 .
  - d) **Goal-setting methodology:** N/A
  - e) **Reporting methodology:** Current year Program Review and Certification Report.
- 4) **Average Length of Stay (LOS):**
- a) **Purpose:** A reasonably short LOS indicates the program's success in rapid re-housing. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for emergency shelter.
  - b) **Programs:** Emergency Shelter and Direct Housing
  - c) **Definition:**
    - i) Emergency Shelter: The average cumulative number of days households receive shelter as measured from shelter entry or first day of report period to exit or last day of report period.
    - ii) Direct Housing – Short -Term: The average number of days households receive services as measured from the point of entry in the FHC program to the exit date from the YWCA Family Center. Measure applies only to households that had an entry date in the FHC program within the report period. *Note: Families who had an FHC entry date after their YWCA Family Center exit date are excluded from this calculation.*
    - iii) Direct Housing – Long -Term: The average number of days households receive services as measured from the point of entry in the FHC program to the exit date from the YWCA Family Center. Measure applies only to households that had an entry date in the FHC program within the report period. *Note: Families who had an FHC entry date after their YWCA Family Center exit date are excluded from this calculation.*
  - d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy. An average LOS less than Ends goal is considered to be the desired direction.
  - e) **Reporting methodology:**
    - i) Emergency Shelter: The total number of Bedlist (derived from the Daily Bedlist Report) units for the report period / the number of total distinct households served
    - ii) Direct Housing:  $\Sigma(\text{YWCA Family Center exit date} - \text{Direct Housing entry date}) / \text{the number of total distinct households served with an entry date in the FHC program within the report period.}$
- 5) **Average Length of Participation:**
- a) **Purpose:** Indicates that program is assisting households to achieve independence without long term reliance on the program.
  - b) **Programs:** Direct Housing, Stable Families Program and Outreach

- c) **Definition:** Average number of days that exited distinct households receive services as measured from the point of entry to the exit date from the program.
  - d) **Goal-setting methodology:** Based on program design and anticipated performance.
  - e) **Reporting methodology:**  $\Sigma(\text{Exit date} - \text{Entry/Enrollment date}) / \text{the number of total distinct households served and exited from program during the report period}$
- 6) ***Average Transition Time (ATT):***
- a) **Purpose:** A reasonably short ATT indicates the program's success in rapid re-housing. It can also indicate efficiency related to turnover of beds which is essential to meet system demand for emergency shelter.
  - b) **Programs:** YWCA Family Emergency Shelter
  - c) **Definition:** The average number of days households receive shelter services as measured from shelter entry to entry/enrollment into the FHC program. Measure applies only to households that had an entry date in the FHC program within the report period.
  - d) **Goal-setting methodology:** Meet the FHC policies and procedures.
  - e) **Reporting methodology:**  $\Sigma(\text{FHC program entry/enrollment date} - \text{YWCA Family Center entry date}) / \text{the number of total distinct households served with an entry date in the FHC program within the report period.}$
- 7) ***Basic needs met in a non-congregate environment:***
- a) **Purpose:** Indicates program's success in ending homelessness.
  - b) **Programs:** Resource Specialists, Permanent Supportive Housing, Tier 2 Emergency Shelters, Direct Housing and CSB Transition
  - c) **Definition:** Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: For Resource Specialists: E2, E48 through E51; for PSH: B6, J1, J2, L1; for Direct Housing and CSB Transition: E2, for Tier 2: E2, E30, J1, J2, J14, L1.
  - d) **Goal-setting methodology:** N/A
  - e) **Reporting methodology:** Current year Program Review and Certification Report.
- 8) ***Basic needs met in secure, decent environment:***
- a) **Purpose:** Indicates program's success in addressing immediate need.
  - b) **Programs:** Emergency Shelters and Outreach
  - c) **Definition:** Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: For Outreach: E8; For Emergency Shelters E8, E15, E17, E18, E19, E28, E29, B6, B7, B8, J1 through J17, K1 through K12, L1 through L5.
  - d) **Goal-setting methodology:** N/A
  - e) **Reporting methodology:** Current year Program Review and Certification Report.
- 9) ***Carryover Households:***
- a) **Purpose:** Indicates volume of households served by the program which do not exit as of the end of the report period. This measure is monitored but not evaluated.
  - b) **Programs:** Direct Housing, Stable Families Program and Outreach
  - c) **Definition:** Distinct households that entered the program prior to the first day of the report period.

- d) **Goal-setting methodology:** Based on prior performance. If new program, must provide rationale for planned goal.
- e) **Reporting methodology:** *The number of* distinct households with an entry date before 7/1/0X for annual number; before 7/1/0X and 1/1/0X for semi-annual; before 7/1/0X, 10/1/0X, 1/1/0X, and 4/1/0X for quarterly.

10) ***Change in Income from Entry to Exit:***

- a) **Purpose:** Indicates that program is assisting households to obtain sufficient income to attain housing. A higher rate is considered positive.
- b) **Programs:** Tier 2 Emergency Shelter, Direct Housing – Long-Term and Stable Families Program
- c) **Definition:** The average percentage increase in total household income amount from entry to exit.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy.
- e) **Reporting methodology:** The percentage change in income is calculated by determining the difference in total household income amount for all sources at entry from the total household income amount at exit for all sources and dividing by the total household income amount for all sources at entry. Change in Income considers only the total number of distinct households that exit (i.e. latest exit for households with multiple stays during report period). Income sources may include employment, cash benefits, or other sources. (Total exit income per exited households – Total entry income per exited households) / Total entry income per exited households.

11) ***Critical Access to Housing (CAH) Households Served:***

- a) **Purpose:** Indicates volume of households served in dedicated PSH units for the Critical Access to Housing initiative.
- b) **Programs:** Permanent Supportive Housing (Southeast Scattered Sites and YMCA 40 W Long St only)
- c) **Definition:** The number of distinct households served by the program (including new and carryover) who are CAH households. Households served must meet Critical Access to Housing eligibility criteria – they must be referred by either Southeast or Maryhaven Outreach Case Managers and must be living in homeless camps, on the land, for an extended period of time.
- d) **Goal-setting methodology:** Based on historical trends and anticipated performance.
- e) **Reporting methodology:** The number of distinct CAH households served by the program (including new and carryover), during the report period.

12) ***Detox Exits:***

- a) **Purpose:** Indicates that program is assisting households to enter detox and/or treatment. A higher rate is considered positive.
- b) **Programs:** Tier I Inebriate Shelter
- c) **Definition:** The number of households served that exit to an inpatient drug or alcohol treatment facility.
- d) **Goal-setting methodology:** Meet or exceed CSB standards.

- e) **Reporting methodology:** The percentage of detox exits is derived by dividing the number of distinct households that were exited with a detox exit by the total number of distinct households that exited the program during the report period. (i.e., latest exit for households with multiple stays during the report period).

13) ***Efficient use of a pool of community resources:***

- a) **Purpose:** Indicates that the program is cost-efficient.
- b) **Programs:** Emergency Shelters, Prevention, Outreach, Direct Housing and Permanent Supportive Housing
- c) **Definition:**
  - i) Emergency Shelters, Prevention, Outreach, Direct Housing: A percentage based on the semi-annual CSB actual cost per household served relative to the annual budgeted CSB cost per household served. A program is considered efficient if its actual CSB cost per household served is either less than or within 110% of the budgeted CSB cost per household served.
  - ii) Permanent Supportive Housing: A percentage based on the semi-annual CSB actual cost per unit relative to the annual budgeted CSB cost per unit. A program is considered efficient if its actual CSB cost per unit is either less than or within 110% of the budgeted CSB cost per unit. The unit is defined as the capacity of the program at the end of the evaluation period.
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:**
  - i) Emergency Shelters, Prevention, Outreach, Direct Housing: (The semi-annual actual CSB cost per household served / the annual budgeted CSB cost per household served) X 100.
  - ii) Permanent Supportive Housing: (The semi-annual actual CSB cost per unit / the annual budgeted CSB cost per unit) X 100.

14) ***Exited Households:***

- a) **Purpose:** Indicates volume of households served by the program which exit during the report period. This measure is monitored but not evaluated.
- b) **Programs:** Direct Housing, Stable Families Program and Outreach
- c) **Definition:** Number of distinct households that *exited* the program during the report period.
- d) **Goal-setting methodology:** Meet or exceed prior performance. If new program, must provide rationale for planned goal.
- e) **Reporting methodology:** *The number of* distinct households with an exit date within the report period who are also not currently in the program at the end of the report period.

15) ***Households Served:***

- a) **Purpose:** Indicates volume of households served by the program. For emergency shelters, this number indicates the extent to which the program serves a proportional share of system demand. For supportive housing, the number correlates to capacity and unit turnover rates. For all other programs, the number measures program efficiency.
- b) **Programs:** All
- c) **Definition:** the number of distinct households served by the program (including new and carryover) during the report period. For Permanent Supportive Housing, households served must meet Rebuilding Lives eligibility criteria.

- d) **Goal-setting methodology:** Meet or exceed prior performance. If new program, must provide rationale for planned goal.
- i) Homelessness Prevention and Transition:
    - (1) Annual projections: based on historical trends and/or anticipated performance.
    - (2) Semi-annual and quarterly projections: one-half and one-quarter of the annual projection, respectively. Alternatively, the projection may be based on historical trends for the semi-annual and quarterly report periods.
  - ii) Direct Housing, Stable Families Program and Outreach:
    - (1) Annual projections: based on historical trends and/or anticipated performance.
      - (a) Carryover households are those enrolled prior to 7/1/0X and anticipated to be active in the program as of 7/1/0X.
      - (b) New program entrants are those households enrolled on or after 7/1/0X.
      - (c) Total households are the sum of carryover plus new program entrants.
    - (2) Semi-annual and quarterly projections.
      - (a) Carryover households are those anticipated to be active in the program as of end of report period. For Direct Housing, this should be seasonally adjusted.
      - (b) New program entrants are those households enrolled after start of report period. For Direct Housing, this should be seasonally adjusted.
      - (c) Total households are the sum of carryover plus new program entrants.
  - iii) Emergency Shelter Programs:
    - (1) Annual projections: based on historical trends and/or anticipated performance.
    - (2) Semi-annual and quarterly projections: based on annual projections and adjusted for duplication (carryovers and recidivists). Carryover is based on capacity. Recidivism is based on historical system trends. Adjust for seasonality if appropriate. Use Shelter Household Estimating Tool to calculate. Attach to POP.
  - iv) Permanent Supportive Housing (including Shelter Plus Care):
    - (1) Annual projection: Multiply the program capacity by the projected annual turnover rate. In most cases, this percentage will be 20%. For example, if program capacity is 20 then annual projected households served would be 24 ( $20 \times 1.2 = 24$ ).
    - (2) Semi-annual projection: Multiply the program capacity by the projected semi-annual turnover rate. In most cases, this percentage will be 10%. For example, if program capacity is 20 then semi-annual projected households served would be 22 ( $20 \times 1.1 = 22$ ).
    - (3) Quarterly projection: Multiply the program capacity by the projected quarterly turnover rate. In most cases, this percentage will be 5%. For example, if program capacity is 20 then quarterly projected households served would be 21 ( $20 \times 1.05 = 21$ ).
  - v) Transitional Housing projections should be based on historical program performance.
  - vi) Resource Specialists: based on historical trends and/or anticipated performance. Annual households served should be based on a clear program plan, as described in the Service Description. Use Resource Specialist Estimating Tool to calculate. Attach to POP.
  - vii) All other programs—based on prior year’s actual number of households served.

- e) **Reporting methodology:** The number of distinct households served by the program during the report period. Distinct households served are identified by their last service record for the program entered into HMIS as of the end of the report period. *Note that clients served equals households served for Permanent Supportive Housing (with the exception of programs that serve families). For Resource Specialists, data is rendered distinct after the records of households who did not use the resource specialist services during the report period have been removed.*

16) **Housing Retention:**

- a) **Purpose:** Indicates program's success in ending homelessness as measured by those who do not return to emergency shelter. A higher rate is considered positive.
- b) **Programs:** Permanent Supportive Housing
- c) **Definition:** The percent of households who maintain their housing, whether or not as part of the Permanent Supportive Housing program, and do not return to emergency shelter within two weeks to three months of exit from the program.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy; based on historical trends or anticipated performance.
- e) **Reporting methodology:** Those households who did not exit plus those who exit the program and do not enter shelter within two weeks to three months after exit or as of date of report, divided by the total number of distinct households served during the report period.  $\Sigma(\text{distinct households served} - \text{households that exited program and entered shelter within 14 to 90 days}) / \text{total distinct households served}$ .

17) **Housing Stability:**

- a) **Purpose:** Indicates program's success in ending homelessness as measured by length of time that program participants retain permanent supportive housing. A longer rate is generally considered positive.
- b) **Programs:** Permanent Supportive Housing and Transitional Housing
- c) **Definition:** The average length of time, measured in months, that distinct households reside in the Permanent Supportive Housing or the Transitional Housing unit from entry to exit or end of report period.
- d) **Goal-setting methodology:** Meet or exceed CSB Board Ends Policy based on historical trends or anticipated performance. Meet or exceed most recently reported achievements.
- e) **Reporting methodology:** Measured using the total average household length of stay (from entry to exit date or end of report period, if still a resident) divided by the total average days per month (30.5 days). Measure is not calculated for those programs undergoing initial or expansion lease up.

Step 1: Calculate the total days that each household was housed by subtracting the Entry Date from the Exit Date or end of report period for all records.

Step 2: Determine the average length of stay for all the households by dividing the sum of total days housed by the number of households served.

Step 3: Divide the average length of stay by 30.5, which is the average number of days in a month.

18) ***New Households Served:***

- a) **Purpose:** Indicates volume of new households served by the program which is considered to measure program efficiency.
- b) **Programs:** Direct Housing, Resource Specialists, Stable Families Program and Outreach
- c) **Definition:** Number of distinct households that *entered* the program during the report period and were not receiving services on the last day of the prior report period.
- d) **Goal-setting methodology:** Meet or exceed prior performance. If new program, must provide rationale for planned goal.
- e) **Reporting methodology:** *The number of* distinct households with an entry date that occurs within the start and end dates of the report period.

19) ***Program Occupancy:***

- a) **Purpose:** Indicates efficient use of community resources. High occupancy indicates program efficiency at turning over units and providing program that is in demand.
- b) **Programs:** Tier 2 Shelter, Permanent Supportive Housing and Transitional Housing. Monitored but not evaluated for Tier I Shelters.
- c) **Definition:**
  - i) Emergency Shelter: A percentage that reflects the average number of households that stayed in each emergency shelter per night during the report period relative to the emergency shelter's program capacity. *Note: cumulative total for households with multiple instances of service during the report period.*
  - ii) Permanent Supportive Housing and Transitional Housing: A percentage that reflects the average number of households residing in a program per night relative to the program capacity.
- d) **Goal-setting methodology:** Meet or exceed Board Ends Policy or prior performance. If new program, must provide rationale for planned goal, including start-up.
- e) **Reporting methodology:** Total household units of service provided during the report period divided by the total days within the report period divided by the total program capacity. Measure is monitored but not evaluated for new programs during start-up.
  - i) Emergency Shelter:
    - (1) Number: Total bedlist shelter units from the Bedlist Report for the report period / total days during the report period
    - (2) Rate:
      - (a) Step 1: Divide the total bedlist shelter units for the report period by the number of days in the report period.
      - (b) Step 2: Divide the results obtained in Step 1 by the program capacity.
  - ii) Permanent Supportive Housing and Transitional Housing:
    - (1) *Number:*  $\sum((\text{exit date or end of report period} - \text{entry date or beginning of report period}) + 1) / \text{days in report period}$
    - (2) *Rate:* Program occupancy number (rounded to nearest whole number) divided by the program capacity

20) *Ongoing Engagement with the neighborhood:*

- a) **Purpose:** Indicates program's success in integrating in the community.
- b) **Programs:** Emergency Shelters & Permanent Supportive Housing
- c) **Definition:** Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: I1 through I9.
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:** Current year Program Review and Certification Report.

21) *Recidivism:*

- a) **Purpose:** Indicates program's success in ending homelessness as measured by number of households who attain housing and do not return or enter shelter subsequent to successful housing outcome. A lower rate is considered positive.
- b) **Programs:** All
- c) **Definition:** The total number of distinct households that 1) were exited during the report period with a successful housing outcome (as defined for that program) and 2) had any shelter contact within two weeks to three months after having exited with a successful housing outcome. This measure is expressed as a percentage of total distinct households with an exit to housing (as defined for that program). For the Stable Families Program, the number of exited households with a successful housing outcome (as defined for that program) that have any shelter contact within 1(one) year of a successful housing outcome, expressed as a percentage of total distinct households with an exit to housing (as defined for that program).
- d) **Goal-setting methodology:** Meet or exceed Board Ends Policy or prior performance.
- e) **Reporting methodology:** A percentage rate reflecting the number of recidivist households in a program relative to the number of households that exited the program with a successful housing outcome (specific to that program). Recidivism rate is measured only for semi-annual and annual report periods. For Outreach and Tier 1 Family Shelter, households with exits to emergency shelter are excluded from the calculation.
  - i)  $\text{Rate} = (\text{numerator}/\text{denominator}) \times 100$
  - ii) Denominator: Cohort of households which attained successful housing outcome 90-days prior to the end of the report period.
    - (1) Semi-annual cohort: Calculate the number of distinct households with successful housing outcome within the first 90 days of the semi-annual report period.
    - (2) Annual cohort: Calculate the number of distinct households with successful housing outcome within the first 270 days of the annual report period.
  - iii) Numerator: Number of recidivists from the above cohort
    - (1) A recidivist household is defined as a distinct household that exits a program with a successful outcome (specific to that program) and enters the emergency shelter system within two weeks to three months after exit from the program.
    - (2) Semi-annual: Using the above cohort, calculate the number of distinct households that enters shelter system within 14 to 90 days subsequent to successful housing outcome.
    - (3) Annual: Using the above cohort, calculate the number of distinct households that enters shelter system within 14 to 90 days subsequent to successful housing outcome.

- (4) For the Stable Families Program the time-range above is replaced by 14 days to 1(one) year

22) ***Resources and services to maintain housing:***

- a) **Purpose:** Indicates program's success in preventing homelessness.
- b) **Programs:** Prevention
- c) **Definition:** Program adheres to the following standards, which are described in the CSB Administrative and Program Standards document: E10, E11, E12.
- d) **Goal-setting methodology:** N/A
- e) **Reporting methodology:** Current year Program Review and Certification Report.

23) ***Sheltered Households Served:***

- a) **Purpose:** Indicates percentage of households in emergency shelters that receive Resource Specialist services.
- b) **Programs:** Resource Specialists
- c) **Definition:** The percent of distinct heads of households who receive Resource Specialist services; only the head of household's last stay associated with the Resource Specialist program during the report period is included in the measure.
- d) **Goal Setting Methodology:** Based on historical trends or anticipated performance.
- e) **Reporting Methodology:** The number of distinct households who used Resource Specialist services / the number of distinct households who stayed in a shelter associated with the Resource Specialist program during the report period.

24) ***Successful Housing Outcome/Successful Outcome:*** Refer to Table 1 and Table 2 for a complete list of housing outcomes.

- a) **Purpose:** Indicates program's success in ending homelessness. A higher number and rate are considered positive.
  - i) **Permanent Supportive Housing:** Indicates program's success in ending homelessness as measured by those who retain permanent housing or attain other permanent housing.
  - ii) **Transitional Housing:** Indicates program's success in ending homelessness as measured by those who attain permanent housing.
  - iii) **Outreach:** Indicates program's success in linking households to appropriate next step housing which includes shelter, transitional and permanent housing for successful outcomes and transitional and permanent housing only for the successful housing outcomes.
  - iv) **Tier 1 Family Shelter:** Indicates program's success in linking households to appropriate next step housing which includes Tier II shelter, transitional and permanent housing for successful outcomes and transitional and permanent housing only for successful housing outcomes.
  - v) **Direct Housing – Long-Term:** Indicates program's success in ending homelessness as measured by those who retain permanent housing (while receiving Direct Housing support) or attain other permanent housing upon exit from the program.
  - vi) **All other:** Indicates program's success in ending homelessness as measured by those who attain other transitional or permanent housing.

b) **Programs:** All

c) **Definition:**

- i) For all programs excluding Permanent Supportive Housing, YWCA Family Center, Outreach, Stable Families Program and Direct Housing – Long-Term: the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) to successful housing as defined in Table 1 and the percentage this represents of total distinct households exited during the report period.
  - ii) For the Tier I Family Shelter:
    - (1) Successful outcomes are the percentage of distinct households that exit (i.e., latest exit for households with multiple stays during report period) successfully to shelter, transitional or permanent housing as defined in Table 1 and Table 2 (includes exits to Tier II shelters).
    - (2) Successful housing outcomes are the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) to successful housing as defined in Table 1 (excludes exits to Tier II shelters) and the percentage this represents of total distinct households with a successful outcome.
  - iii) For outreach:
    - (1) Successful outcomes are the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) successfully to either shelter or housing as defined in Table 1 and Table 2 and the percentage this represents of total distinct households exited.
    - (2) Successful housing outcomes are the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) successfully to housing as defined in Table 1 and the percentage this represents of total distinct households with a successful outcome.
  - iv) For Permanent Supportive Housing: the number of distinct households that remain in the Permanent Supportive Housing program or that exit the program for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households served.
  - v) For Direct Housing – Long-Term, the number of distinct households that remain in a Direct Housing supported apartment or that exit the program for other permanent housing (as defined in Table 1) and the percentage this represents of total distinct households served.
  - vi) For Stable Families Program: the number of distinct households that attain stable housing at exit from the program and the percentage this represents of total distinct households exited.
- d) **Goal-setting methodology:** Meet or exceed Board Ends Policy or prior performance.
- i) Homelessness Prevention: Multiply the percentage goal by the projected number of households served.
  - ii) Direct Housing – Short-Term, Stable Families Program and Transitional Housing: Multiply the percentage goal by the projected number of exited households.
  - iii) Tier I Family Shelter and Outreach:
    - (1) Successful outcomes: Multiply the percentage goal by the projected number of exited households.
    - (2) Successful housing outcomes: Multiply the percentage goal by the projected number of successful outcomes.

- iv) Resource Specialists: Multiply the percentage goal by the projected number of exited households. *Use Resources Specialists Estimating Tool to calculate. Attach to POP.*
  - v) Emergency Shelter: Number of successful housing outcomes equals rate times number of exits. *Use Shelter Estimating Tool to calculate. Attach to POP.*
  - vi) Permanent Supportive Housing and Direct Housing – Long-Term: Multiply the percentage goal by the projected number of households served.
- e) **Reporting methodology:**
- i) For all programs excluding Permanent Supportive Housing, Tier I Family Shelter for FY2009, Outreach and Direct Housing – Long-Term: Calculate the total number of distinct household exits and the total number of destinations that are considered successful housing outcomes. Divide the number of successful housing outcomes by the number of total exits during the report period.
  - ii) For the Tier I Family Shelter:
    - (1) FY2008— Calculate the total number of distinct household exits and the total number of destinations that are considered successful housing outcomes per Table 1. Divide the number of successful housing outcomes by the number of total exits during the report period.
    - (2) FY2009
      - (a) Successful outcomes: Calculate the total number of distinct household exits and the total number of destinations that are considered successful (Tier II shelter, transitional and permanent per Table 1 and Table 2). Divide this number of successful outcomes by the number of total exits during the report period.
      - (b) Successful housing outcomes: Calculate the total number of successful outcomes (above) and the total number of destinations that are considered successful housing outcomes (please refer to Table 1). Divide the number of successful housing outcomes by the number of total successful outcomes.
  - iii) For Outreach:
    - (1) Successful outcomes: Calculate the total number of distinct household exits and the total number of destinations that are considered successful shelter and housing outcomes per Table 1 and Table 2. Divide this number of successful outcomes by the number of total exits during the report period.
    - (2) Successful housing outcomes: Calculate the total number of successful outcomes (above) and the total number of destinations that are considered successful housing outcomes (please refer to Table 1). Divide the number of successful housing outcomes by the number of total successful outcomes.
  - iv) For Permanent Supportive Housing and Direct Housing - Long-Term: Sum the total number of distinct household exits with destinations that are considered successful housing outcomes and the number residing in Permanent Supportive Housing or Direct Housing-Long Term at the end of the report period. Divide the number of successful housing outcomes by the total number of distinct households served during the report period. *Note: for Permanent Supportive Housing, deceased households are not included in the count of households served.*

25) ***Turnover Rate:***

- a) **Purpose:** High turnover rate may indicate program is not effectively providing stable housing. Rate is monitored but not evaluated.
- b) **Programs:** Permanent Supportive Housing
- c) **Definition:** The rate at which units become vacant relative to the number of units occupied.
- d) **Goal-setting methodology:** Set based on prior performance. For new programs, CSB estimates no more than the following turnover rates: Annual rate: 20%; Semi-annual rate: 10%; Quarterly rate: 5%. Include an explanation in the proposed POP for calculation of turnover rate.
- e) **Reporting methodology:** Turnover rate is calculated by dividing the total units becoming vacant during a report period by the number of units occupied during the same report period.

**Table 1: Successful Housing Outcomes (see above item 24)**

ServicePoint Destination (pick list)	CSB Definition	Does Head of household Control Housing? *	Successful Housing Outcome?
Permanent Housing: Rental house/apartment (no subsidy)	Privately owned, market rent housing (not subsidized)	Yes	Yes
Permanent Housing: Public Housing	Housing owned and subsidized by CMHA	Yes	Yes
Permanent: Section 8	Housing owned by a private landlord or partner agency and subsidized through a CMHA Section 8 Voucher or through Section 8 project-based subsidy	Yes	Yes
Permanent: Shelter Plus Care	Housing owned by a private landlord or partner agency and subsidized through the Shelter Plus Care program administered by CMHA	Yes	Yes
Permanent: HOME subsidized house/apartment	The YMCA Permanent Supportive Housing program at 40 West Long Street or SE Scattered Site Permanent Supportive Housing	Yes	Yes
Permanent: Other subsidized house/apartment	Housing owned by a private landlord or partner agency that has an on-going subsidy through HUD 202 or 811 program, tax credits, or other sources, including HUD and CSB	Yes	Yes
Permanent: Home ownership	Housing that is owned by the head of household	Yes	Yes
Permanent: Moved in with Family/Friends	DO NOT USE	NO	NO
Transitional: Transitional housing for homeless	Transitional (i.e. New Horizons, Amethyst RSVP)	Varies	NO (except for Shelter, Resource Specialists, & Outreach)
Transitional: Moved in with Family/Friends	Temporary housing with family or friends	NO	NO (except for Huckleberry House)
Institution: Psychiatric hospital	Temporary/indefinite residence in a psychiatric hospital for the treatment of severe mental illness	NO	NO
Institution: Inpatient alcohol/drug facility	Temporary/indefinite residence in an inpatient facility for treatment of alcohol and/or drug addiction	NO	NO
Institution: Jail/prison	Incarceration in local, state or federal prison	NO	NO
Emergency Shelter	Emergency Shelter (all including Tier II shelters)	NO	NO (except: Tier 1 Family Shelter during FY08)
Other: Other Supportive	DO NOT USE	NO	NO

\* Heads of household are determined to be in control of their housing if the lease/mortgage is in their name or if they otherwise have a written agreement that gives them a right to reside in their housing, such as a roommate agreement.

## Community Shelter Board

ServicePoint Destination (pick list)	CSB Definition	Does Head of household Control Housing? *	Successful Housing Outcome?
Housing			
Other: Places not meant for habitation (street)	Street, condemned buildings, etc.	NO	NO
Other <sup>1</sup>	Hotel, other	NO	NO
Unknown		N/A	NO

In addition to the outcomes specified in Table 1 for successful housing outcomes, the outcome listed in Table 2 is considered successful for the Successful Outcome indicator.

**Table 2: Successful Outcomes (applies only to Tier 1 Family Shelter (YWCA Family Center <sup>2</sup>) and Outreach programs)**

ServicePoint Destination (pick list)	CSB Definition	Does Head of household Control Housing? <sup>3</sup>	Successful Outcome?
Emergency Shelter	Emergency Shelter (all including Tier II shelters)	NO	NO (except: Tier 1 Family Shelter starting with FY09 and Outreach)

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<sup>1</sup> For Permanent Supportive Housing and Transitional Housing, use this destination for deaths and notify CSB Database Administrator in order for this head of household to be excluded from calculations of housing outcomes.

<sup>2</sup> The successful outcomes measure is currently applied to the outreach programs and will be applied to the Tier I Family Shelter (YWCA Family Center) beginning with FY2009.

<sup>3</sup> Heads of household are determined to be in control of their housing if the lease/mortgage is in their name or if they otherwise have a written agreement that gives them a right to reside in their housing, such as a roommate agreement.