

Prioritization, Visualization, & Performance: Washington
State's journey from knowing data to *using* data

Emily Burgess
Talia Scott



What's Next:
In Data, Leadership, and Community



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Hi

Talia Scott

*HMIS Executive Analyst and Managing Manager,
Washington State Department of Commerce*

- Core Values: Transparency & Efficiency

Emily Burgess

*Homeless Housing Performance Specialist,
Washington State Department of Commerce*

- Core Values: Common Sense & Competition

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Acknowledgements



Mary Schwartz, ABT

Katharine Gale, Katharine
Gale Consulting, Focus
Strategies

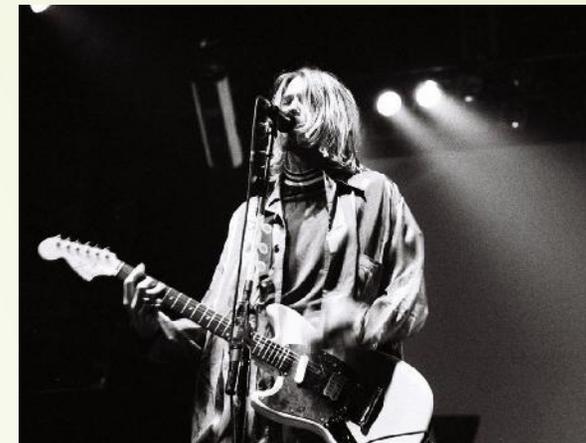
Kathie Barkow, Aspire
Consulting LLC



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Washington State Homeless Systems

- 2005: The Washington State Homeless Housing Act created the **Homeless Housing Surcharge** which is a \$48 document recording fee
- Counties retain 66%
- State receives 34% to fund homeless housing systems in each county
- State General Funds allocated by the Washington State Legislature





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Washington State Homeless Systems

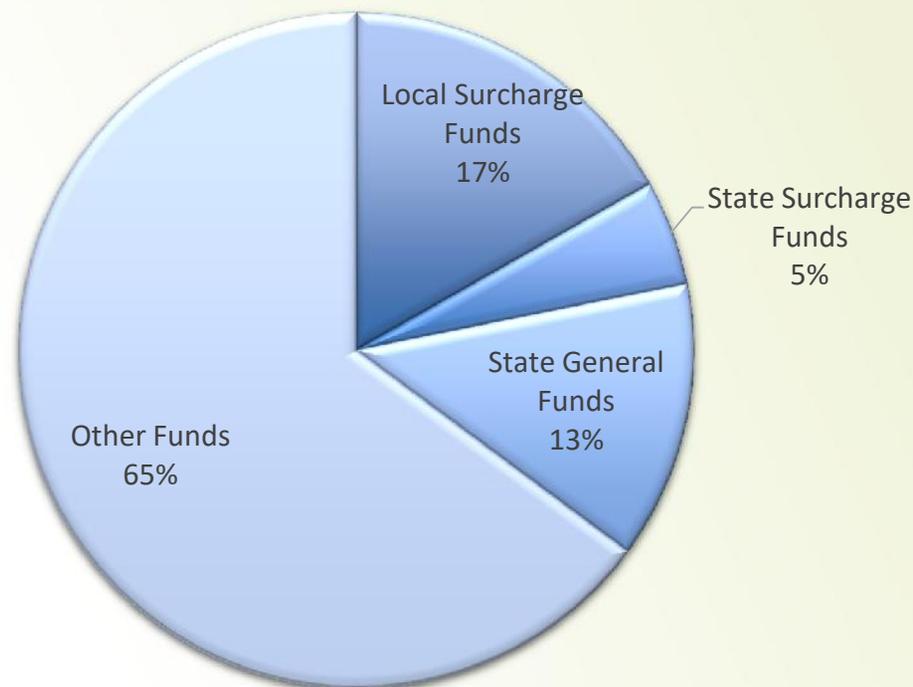
- State Homeless Housing Surcharge Funds + State General Funds = **Consolidated Homeless Grant**
- **Allowable Expenses:** Emergency Shelter, Transitional Housing, Permanent Supportive Housing, Rapid Re-Housing, Homelessness Prevention, Coordinated Entry, Street Outreach.



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Washington State Homeless Systems

Program Spending 2016 - \$198 Million

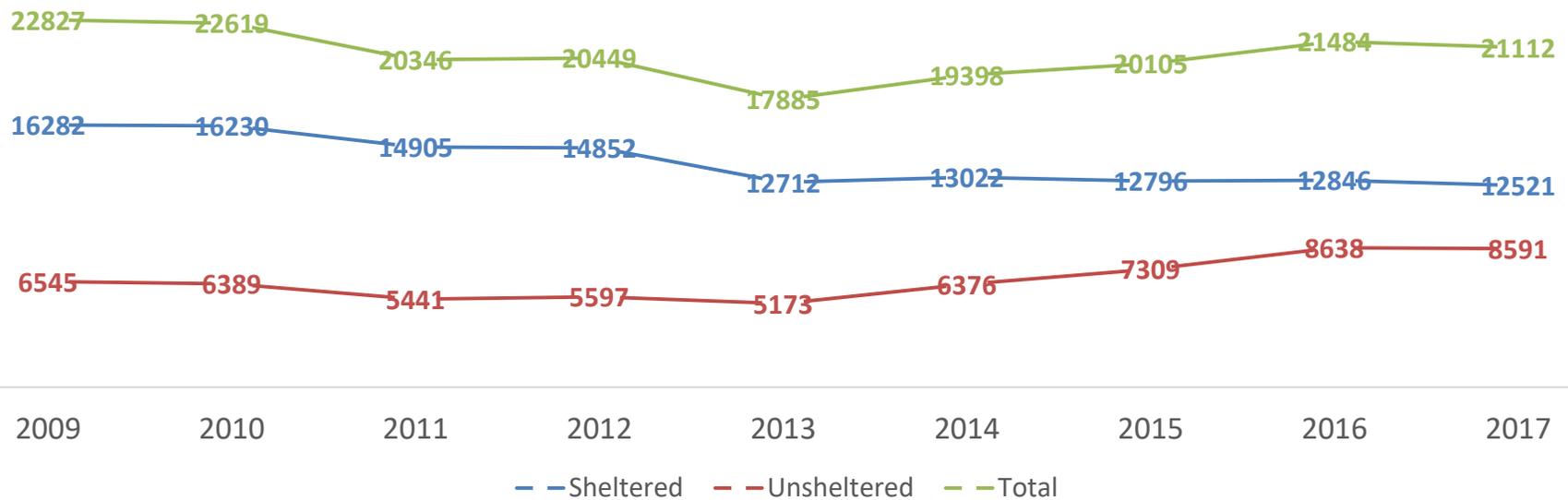


■ Local Surcharge Funds ■ State Surcharge Funds ■ State General Funds ■ Other Funds

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Point in Time Count

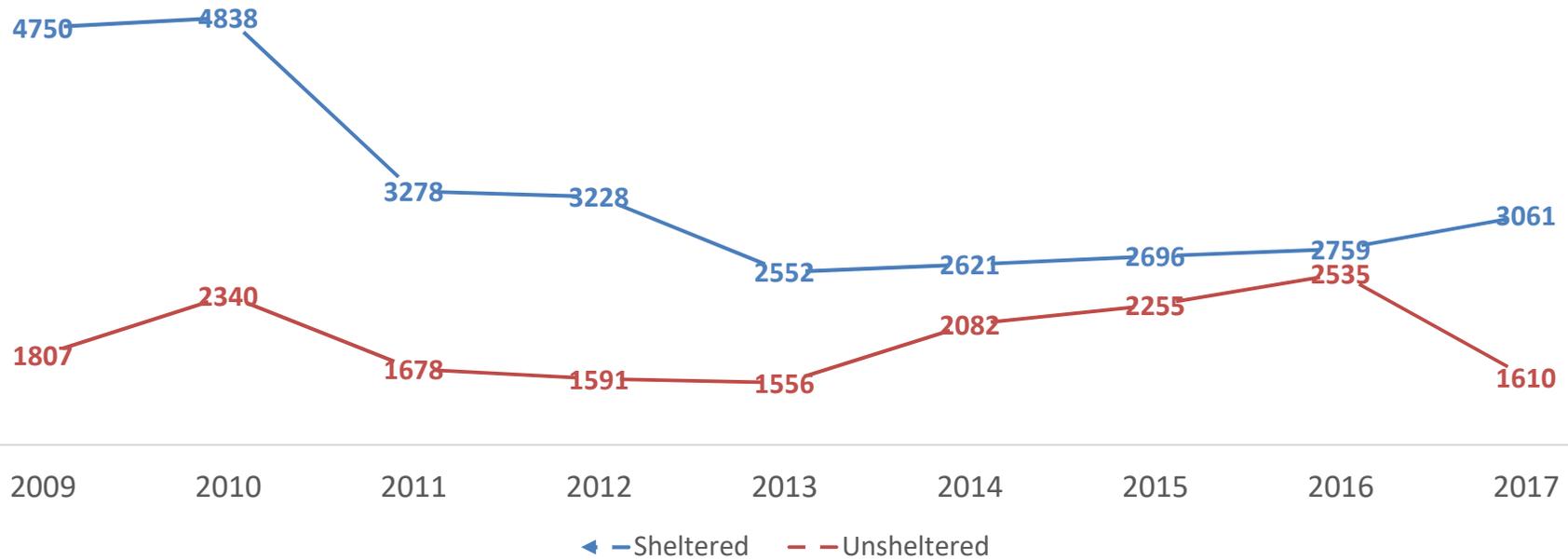
WASHINGTON STATE PIT COUNT



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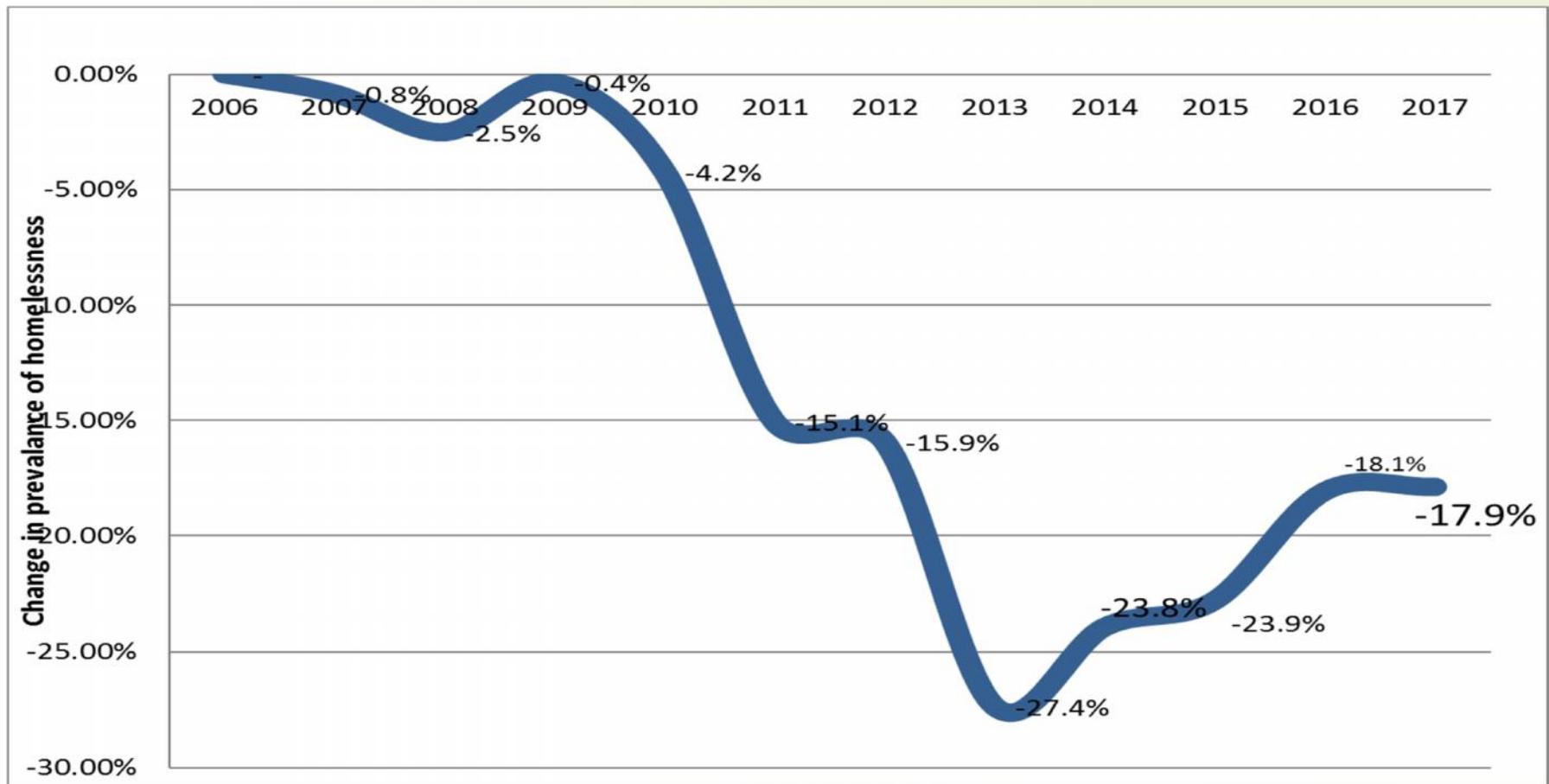
Point in Time Count

BOS PIT COUNT



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Change in Homelessness (per-capita homelessness)



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2013

- Emily and Talia start working at Commerce as HMIS data coordinators
- Homelessness is increasing in Washington

2014

- Homelessness is increasing in Washington
- Daily reporting on homelessness in Washington
- We have a problem...*and we bet it's prevention!*





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“What if we don’t change at all ...
and something magical just happens?”



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Problems with Prevention

We found that statewide:

- In HPRR programs, 70% served with Homelessness Prevention
- But HPRR was only 21% of people served
- In all programs only 13% served were unsheltered
- A community could “end prevention” and still devote 80% of their resources to people not experiencing homelessness



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BOOM.

MIC DROP.

What needs to change?

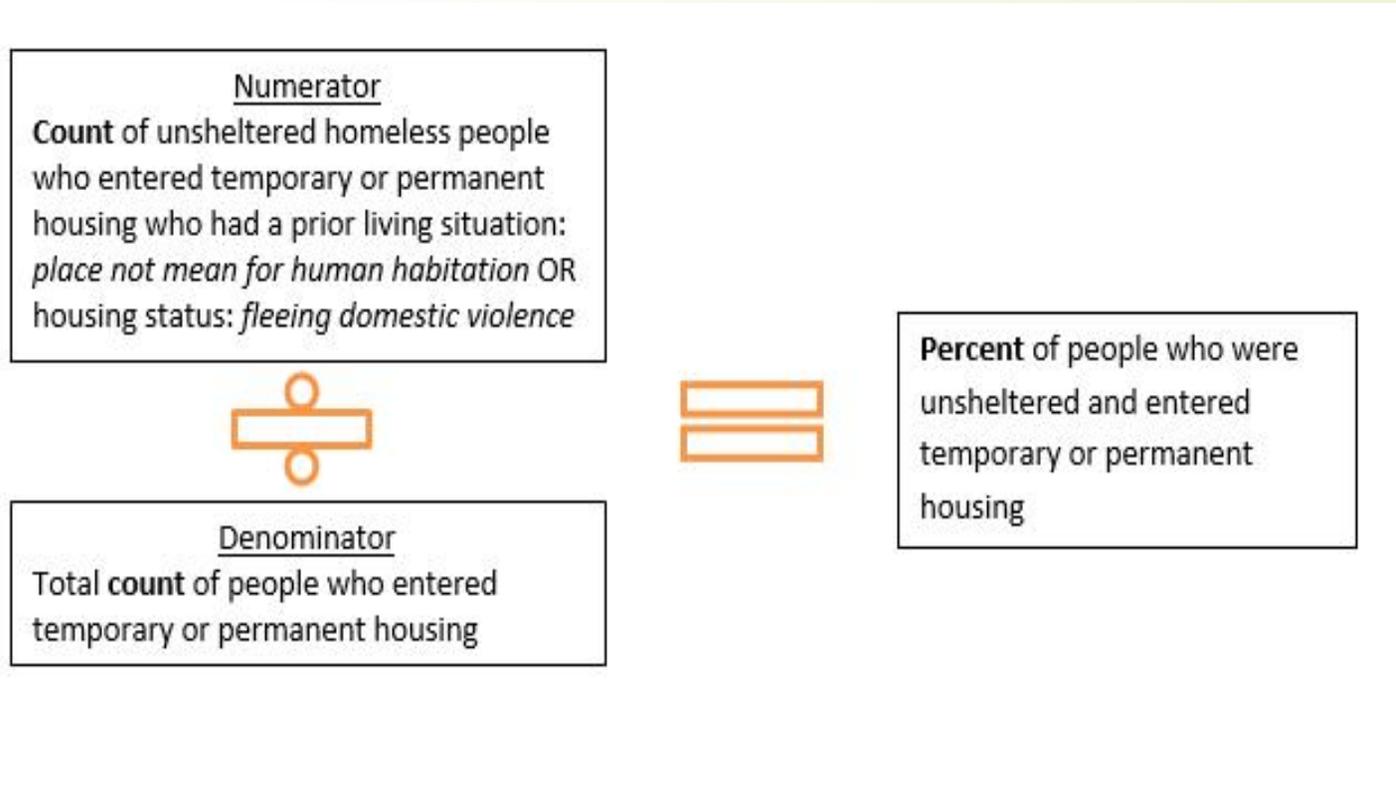
- What do most people think of when they think of “homeless”?
- Intentions and Accountability
- Let's get real



The 35%

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The Unsheltered Prioritization Policy Proposal, Summer 2015

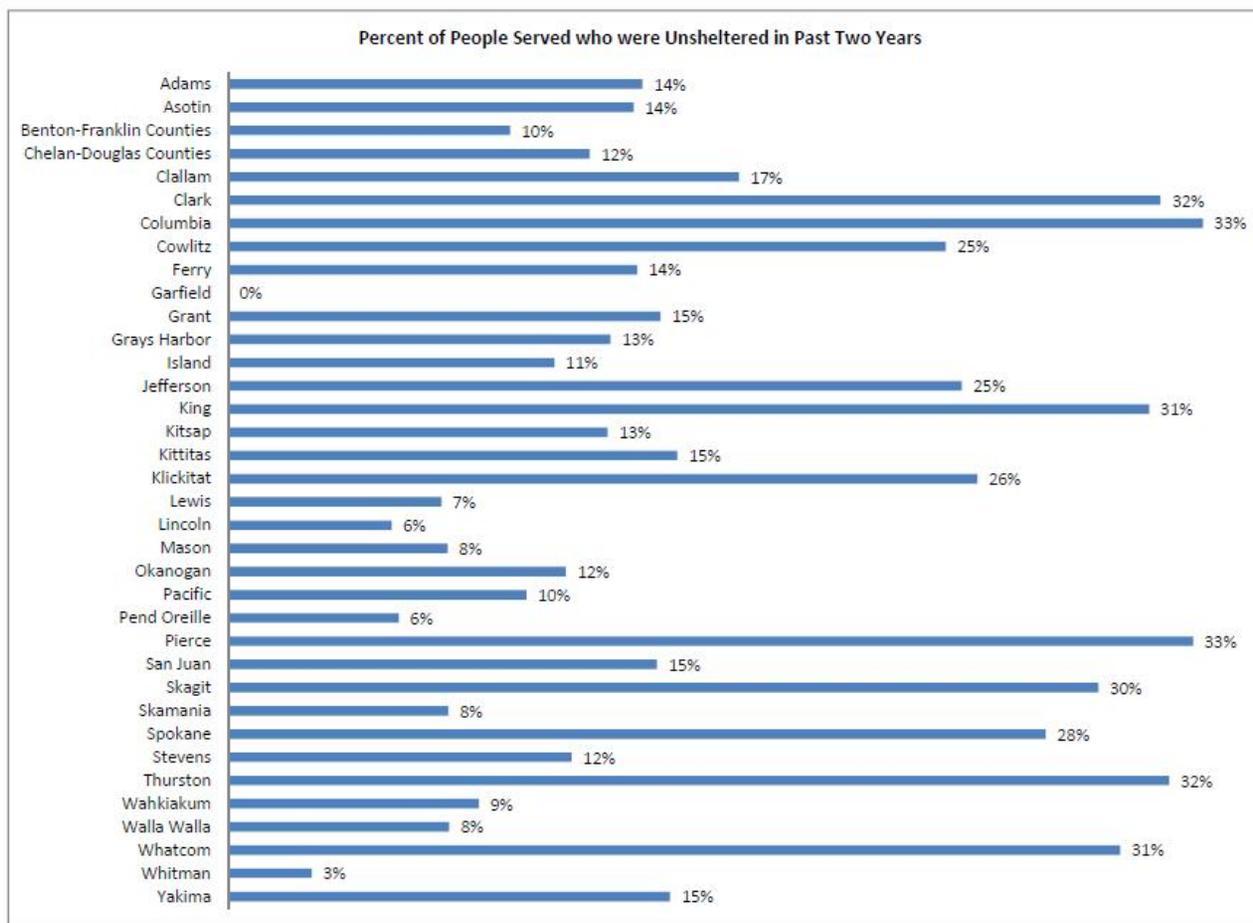




The 35%

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The Unsheltered Prioritization Policy Proposal, Summer 2015



The 35%

84% of the feedback was negative

Housing First fails.

Funds are used to pay for motel stays requested by emergency service providers after hours. To ease administration...no information is collected regarding their housing status.

Our homeless resources are best spent keeping people in the housing they already have.

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Unsheltered individuals require intense support and frequently cost more than housed clients to achieve successful outcomes.

Prioritizing serving people who live outside will incentivize people to live outside, so they can receive assistance.

No county has reached the goal, it should be adjusted downwards.



The 35%

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The Unsheltered Prioritization Policy: Effective January 2016

- 18 month contract with the Unsheltered Prioritization requirement



STATE OF WASHINGTON
DEPARTMENT OF COMMERCE

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www.commerce.wa.gov

September 2, 2015

TO: Consolidated Homeless Grant Applicants

FROM: Tedd Kelleher, Senior Managing Director

RE: Policy Changes to the Consolidated Homeless Grant, effective January 1, 2016

Good afternoon:

The policies presented below came after carefully reading comments submitted by grantees and stakeholders regarding changes to the Consolidated Homeless Grant. In addition, there were weeks of internal discussions and spirited discussions that included policy makers outside of Commerce. The policies include both new flexibility and new restrictions, and are the next step in the Department's ongoing drive to improve our approach to addressing homelessness using the limited resources available.



OUR VISION

No person left living outside.

OUR MISSION

Support homeless crisis response systems that efficiently reduce the number of people living outside, and that when scaled appropriately can house all unsheltered people.

GUIDING PRINCIPLES

- ▶ All people deserve a safe place to live.
- ▶ Urgent and bold action is the appropriate response to people living outside.
- ▶ Interventions must be data driven and evidence based.

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The 35%

- An easy entry measure
- Dissatisfaction with the Unsheltered Prioritization
- But what about HOUSING?
- Unsheltered Prioritization as an ice-breaker

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What outcomes are you buying?

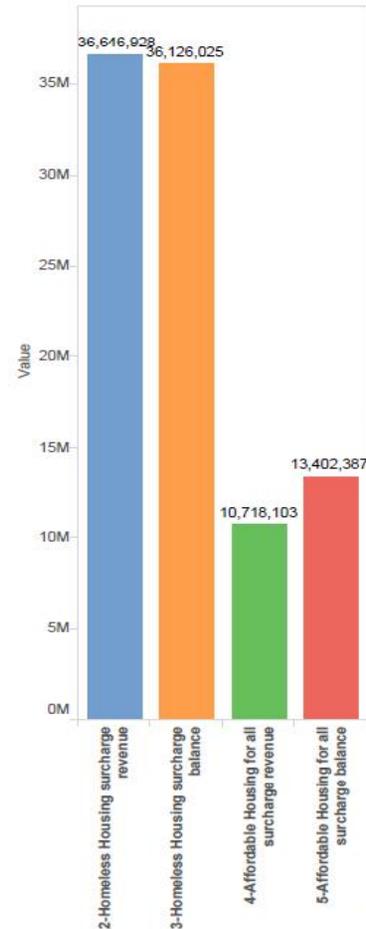
- **STEP ONE County Report Cards:**
 - Accessible
 - Awareness
 - “Encouragement”



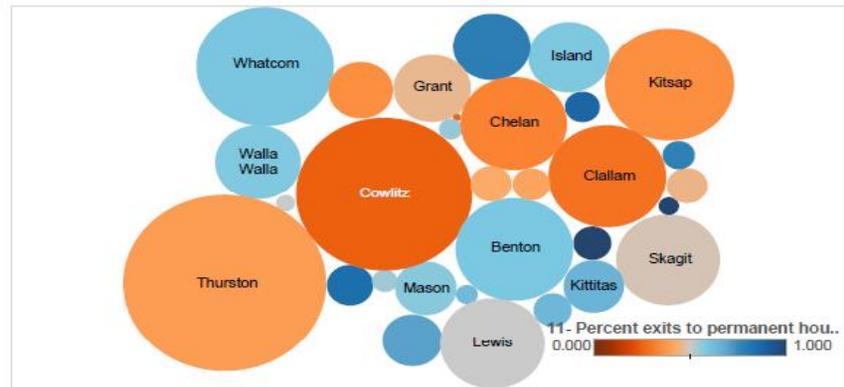
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County Report Card

Revenues and balances of all surcharges

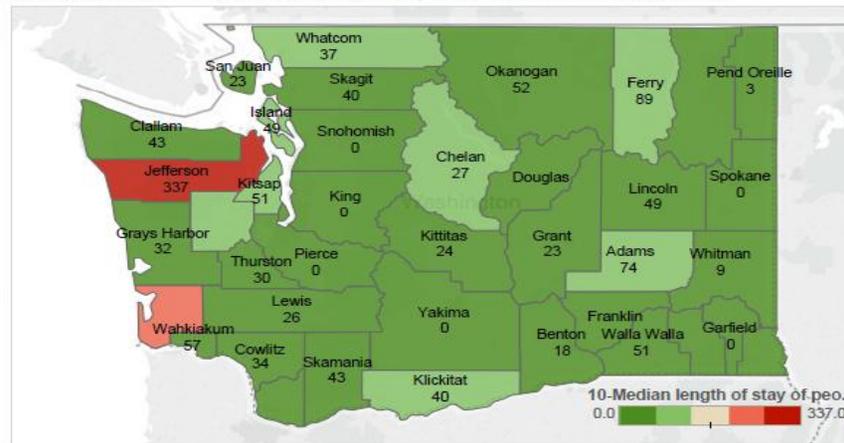


Number of Entries into the System (size), and Percent of Successful Exits from the System (color)



- County
- Adams
 - Asotin
 - Benton
 - Chelan
 - Clallam
 - Clark
 - Columbia
 - Cowlitz
 - Douglas
 - Ferry
 - Franklin
 - Garfield
 - Grant
 - Grays Harbor
 - Island
 - Jefferson
 - King
 - Kitsap
 - Kittitas
 - Klickitat
 - Lewis
 - Lincoln
 - Mason
 - Okanogan
 - Pacific
 - Pend Oreille
 - Pierce
 - San Juan
 - Skagit
 - Skamania
 - Snohomish
 - Spokane
 - Stevens
 - Thurston
 - Wahkiakum
 - Walla Walla
 - Whatcom
 - Whitman
 - Yakima

Median days in ES and TH (color) and median days in ES only (label)



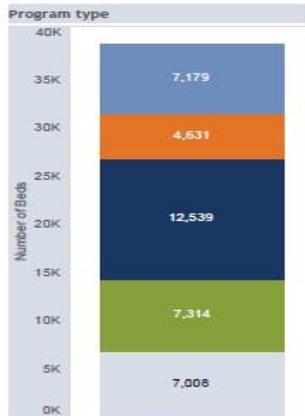
Coordinated Entry assessment (color), Returns to Homelessness (label), and Percent New to System (size)

- County
- Adams
 - Asotin

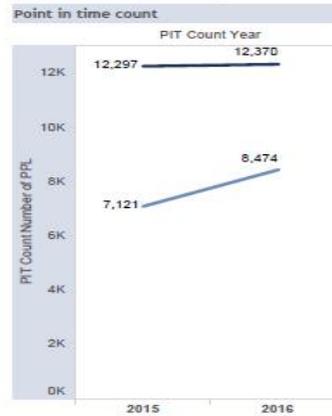
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- Program type**
- Emergency Shelter
 - Homelessness Preventi...
 - Permanent Housing (all ...
 - Rapid Rehousing
 - Transitional Housing



- Point in time count**
- Sheltered
 - Unsheltered



- County**
- Adams
 - Asotin
 - Benton
 - Chelan
 - Clallam
 - Clark
 - Columbia
 - Cowlitz
 - Douglas
 - Ferry
 - Franklin
 - Garfield
 - Grant
 - Grays Harbor
 - Island
 - Jefferson
 - King
 - Kitsap
 - Kittitas
 - Klickitat
 - Lewis
 - Lincoln
 - Mason
 - Okanogan

\$ County Homeless Housing (RCW 36.22.179, 1791) and Affordable Housing for All (RCW 36.22.178) Revenue and Balances (Local Document Recording Fees)

Total 2015 Homeless Housing surcharge revenue as certified by County Auditor:

37,708,171

Total 2015 Affordable Housing for All surcharge revenue as certified by County Auditor:

10,718,103

2015 Homeless Housing surcharge balance of local portion as certified in the Annual County Report:

36,126,025

2015 Affordable Housing for All surcharge balance of local portion as certified in the Annual County Report:

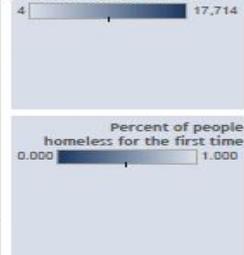
13,402,387

- County**
- Adams
 - Asotin
 - Benton
 - Chelan
 - Clallam
 - Clark
 - Columbia
 - Cowlitz
 - Douglas
 - Ferry
 - Franklin

Number of people entered into homeless housing rent assistance or facilities



Number of people entered into homeless housing rent assistance or facilities



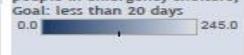
Percent of people homeless for the first time



Median length of stay of people in emergency shelters; Goal: less than 20 days



Median length of stay of people in emergency shelters; Goal: less than 20 days



Median length of stay of people in temporary housing (emergency shelters and transitional housing); Goal: less than 20 days





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County Report Cards

[Winter 2017](#)

[County by County](#)



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Requiring Performance Outcomes

- **Changes to the Unsheltered Prioritization**
 - No more 35%
 - Increase over baseline
- **Performance Measures by Intervention (Project) Type**
 - Chosen by County: Benchmarks- Acceptable Progress
 - Chosen by State: Targets



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Requiring Performance Outcomes

- **Washington State Performance Measures**
 - Increase Percent Exits to Permanent Housing
 - Reduce Length of Time Persons Remain Homeless
 - Reduce Returns to Homelessness
 - Reduce New Homeless
 - Increase in proportion of people provided prevention from populations at highest risk of becoming homeless



Baseline Data

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	Emergency Shelter				Transitional Housing				Rapid Re-Housing		Number of New Homeless	Percent of Total Homeless
	Percent Exits to Permanent Housing	Median Length of Time Persons Remain Homeless (Length of	Average Length of Time Persons Remain Homeless (Length of	Percent Return to Homelessness in 2 Years	Percent Exits to Permanent Housing	Median Length of Time Persons Remain Homeless (Length of	Average Length of Time Persons Remain Homeless (Length of	Percent Return to Homelessness in 2 Years	Percent Exits to Permanent Housing	Percent Return to Homelessness in 2 Years		
	At Least 50%	20 Days or Less	20 Days or Less	Less than 10%	At Least 80%	90 Days or Less	90 Days or Less	Less than 5%	At Least 80%	Less than 5%		
Adams	100.0	78	63	24.2	N/A	N/A	N/A	N/A	27.8	0.0	17	
Asotin	4.2	6	48	0.0	N/A	N/A	N/A	N/A	86.1	0.0	52	
Benton - Franklin	43.8	26	45	14.3	29.1	252	351	2.6	65.8	5.8	970	
Chelan - Douglas	20.2	32	94	14.5	39.5	191	265	8.4	86.9	2.0	649	
Clallam	20.8	27	68	16.3	76.7	366	433	0.0	69.5	0.5	909	
Columbia - Garfield	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	33.3	0.0	46	
Cowlitz	23.2	30	53	12.5	Insufficient Data	737	880	0.0	73.5	0.4	1302	
Ferry	50.0	6	8	19.1	N/A	N/A	N/A	N/A	100.0	0.0	29	
Grant	23.2	23	45	9.5	47.1	273	284	0.0	77.6	0.0	394	
Grays Harbor	65.6	34	50	16.5	N/A	N/A	N/A	N/A	84.2	8.4	421	
Island	38.5	60	72	0.0	19.2	228	261	0.0	81.8	12.6	237	
Jefferson	65.0	473	455	3.5	100.0	756	796	0.0	94.1	0.0	62	
Kitsap	25.1	50	95	15.7	74.5	332	362	0.0	66.0	7.4	1081	
Kittitas	54.9	37	52	0.0	N/A	N/A	N/A	N/A	90.1	0.0	264	
Klickitat	42.0	86	60	0.0	100.0	376	469	0.0	61.3	0.0	91	
Lewis	46.0	43	74	19.0	N/A	N/A	N/A	N/A	77.2	8.0	666	
Lincoln	27.3	41	45	0.0	N/A	N/A	N/A	N/A	77.8	0.0	56	
Mason	44.7	42	76	18.0	21.4	355	354	0.0	72.7	0.0	332	
Okanogan	18.2	12	34	0.0	N/A	N/A	N/A	N/A	89.4	3.7	296	
Pacific	14.3	4	60	0.0	N/A	N/A	N/A	N/A	52.2	11.8	144	
Pend Oreille	14.9	6	32	22.9	Insufficient Data	426	426	0.0	90.6	0.0	107	
San Juan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.0	0.0	21	
Skaagit	31.1	50	89	7.3	62.7	214	261	0.0	76.7	2.2	664	
Skamania	22.6	56	63	8.3	N/A	N/A	N/A	N/A	83.3	0.0	18	
Stevens	54.3	29	94	4.5	N/A	N/A	N/A	N/A	89.0	0.0	163	
Thurston	18.9	24	76	25.1	88.1	366	390	0.0	79.2	6.7	2273	
Wahkiakum	20.0	89	90	100.0	N/A	N/A	N/A	N/A	79.0	50.0	27	
Walla Walla	34.8	29	63	16.0	47.4	104	181	7.1	87.6	0.0	479	



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Benchmark Menu

1. Mandatory Performance Measures:

Select benchmark in column D for each funded intervention type (highlighted blue below).

Intervention Type	Performance Measure	Performance Target	Performance Benchmark
Emergency Shelter	Increase Percent Exits to Permanent Housing	At least 50% to Permanent Housing Destination	SELECT ONE
Transitional Housing	Increase Percent Exits to Permanent Housing	At least 80% to Permanent Housing Destination	SELECT ONE
Rapid Re-Housing	Increase Percent Exits to Permanent Housing	At least 80% to Permanent Housing Destination	SELECT ONE
Rapid Re-Housing	Reduce Returns to Homelessness within 6-12	Less than 5%	SELECT ONE
Permanent Supportive Housing	Increase Exits to or Retention of Permanent Housing	At least 95% exit to or retain Permanent Housing	SELECT ONE
Targeted Prevention	Reduce Number of New Homeless	Reduce number of new homeless as compared to baseline	Enter the number below:

2. Supplemental Performance Measures:

Choose at least one per funded intervention type (highlighted blue below) by selecting a benchmark in column D.

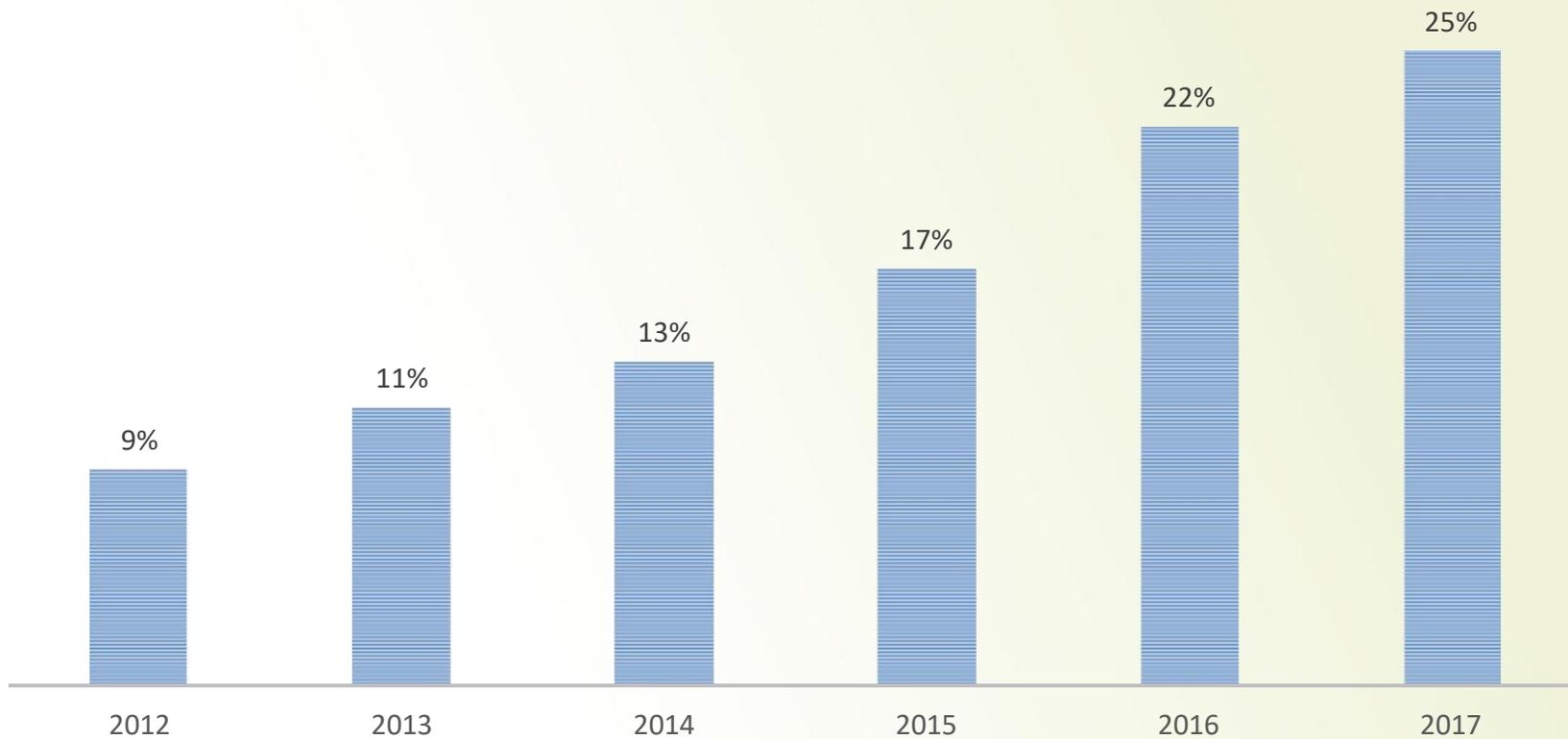
Intervention Type	Performance Measure	Performance Target	Performance Benchmark
Emergency Shelter	Median Length of Time Persons Remain Homeless (Length of Stay)	20 days or less	SELECT ONE
	Average Length of Time Persons Remain Homeless (Length of Stay)	20 days or less	SELECT ONE
	Return to Homelessness from 6-12 months	Less than 10%	SELECT ONE
Transitional Housing	Median Length of Time Persons Remain Homeless (Length of Stay)	90 days or less	SELECT ONE
	Average Length of Time Persons Remain Homeless (Length of Stay)	90 days or less	SELECT ONE
	Return to Homelessness from 6-12 months	Less than 5%	SELECT ONE
Targeted Prevention (Homelessness Prevention)	Increase households served most likely to enter homelessness based on a residence prior to project entry: institutional setting or temporarily staying with family	At least 80% of households served will be among those most likely to become homeless.	SELECT ONE
	Increase households served most likely to enter homelessness based on past homelessness (previously)	At least 80% of households served will be among those most likely to become homeless.	SELECT ONE



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Results - Prioritization

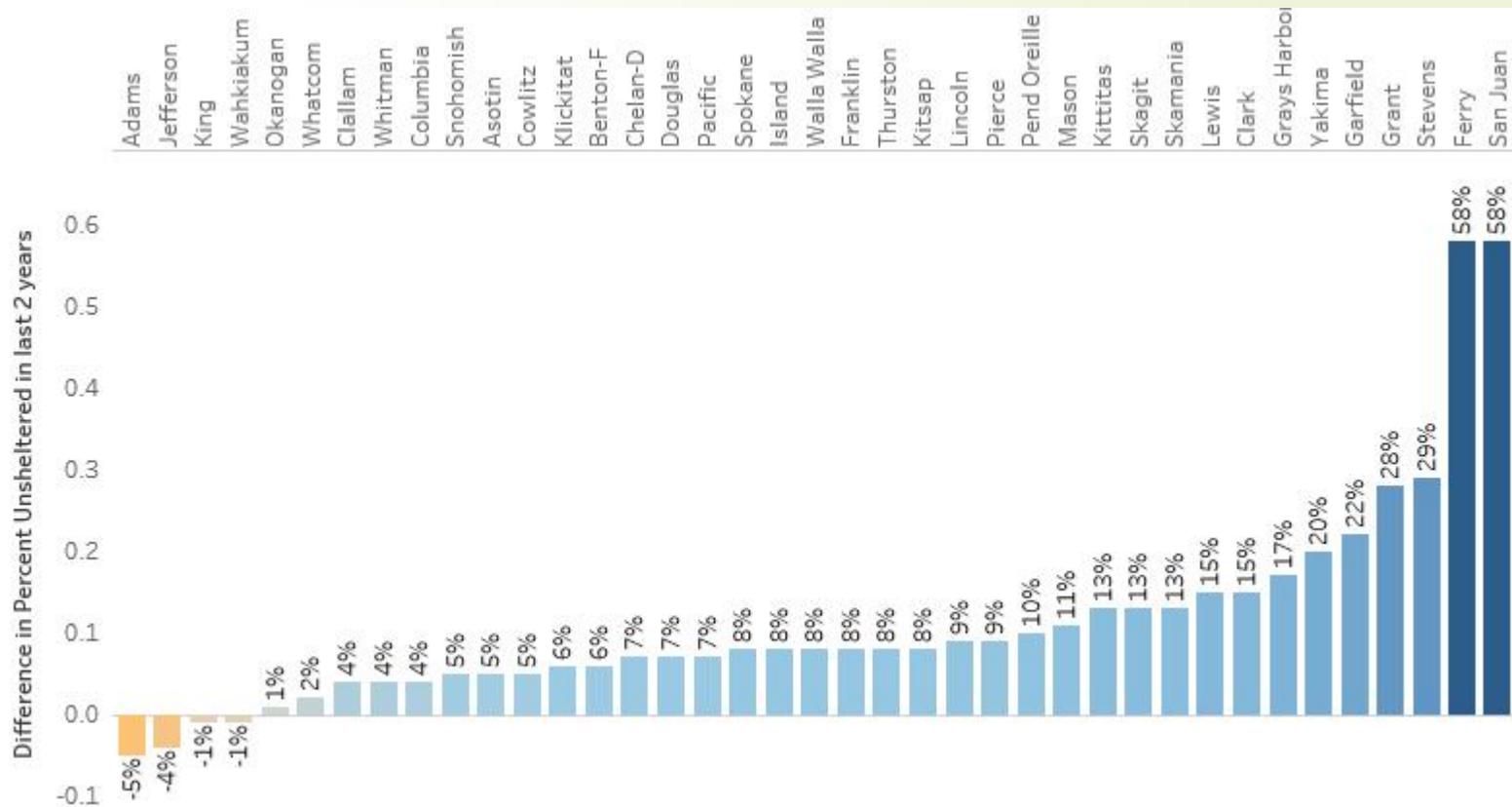
PLACE NOT MEANT FOR HABITATION



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Results - Prioritization

DIFFERENCE % UNSHELTERED

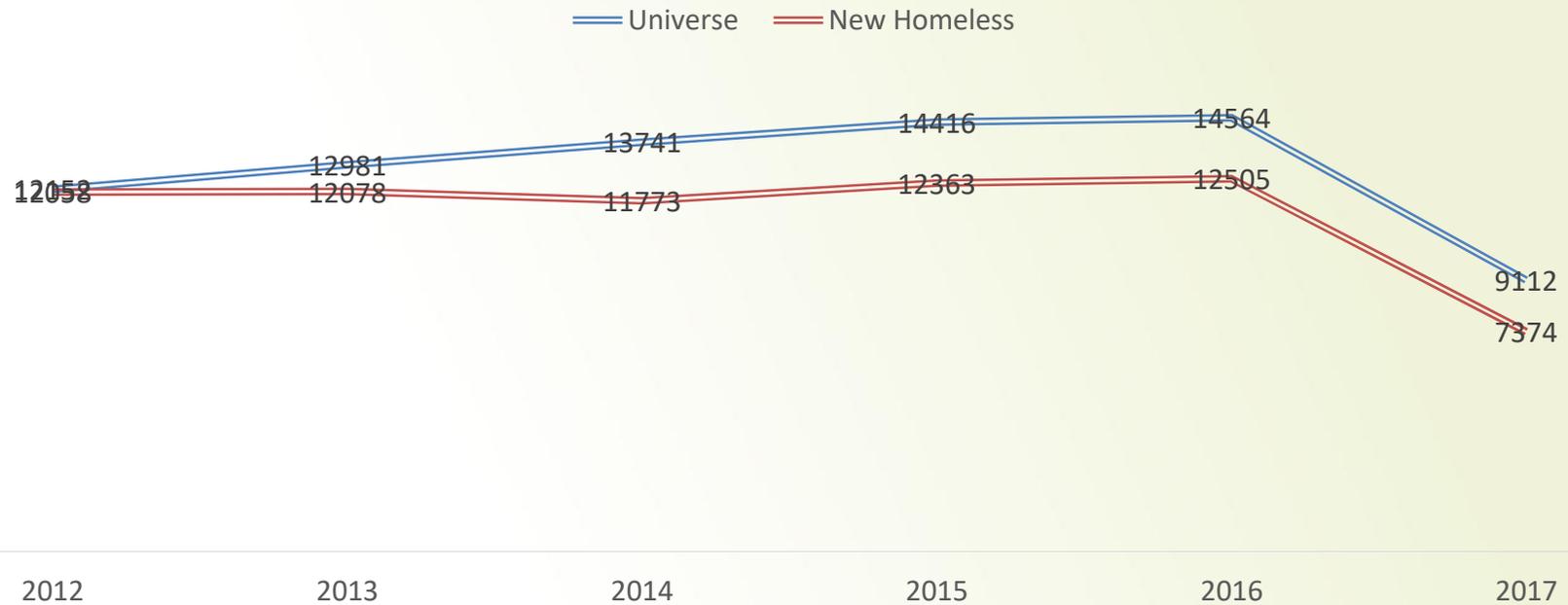




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Results - Prioritization

NEW HOMELESS

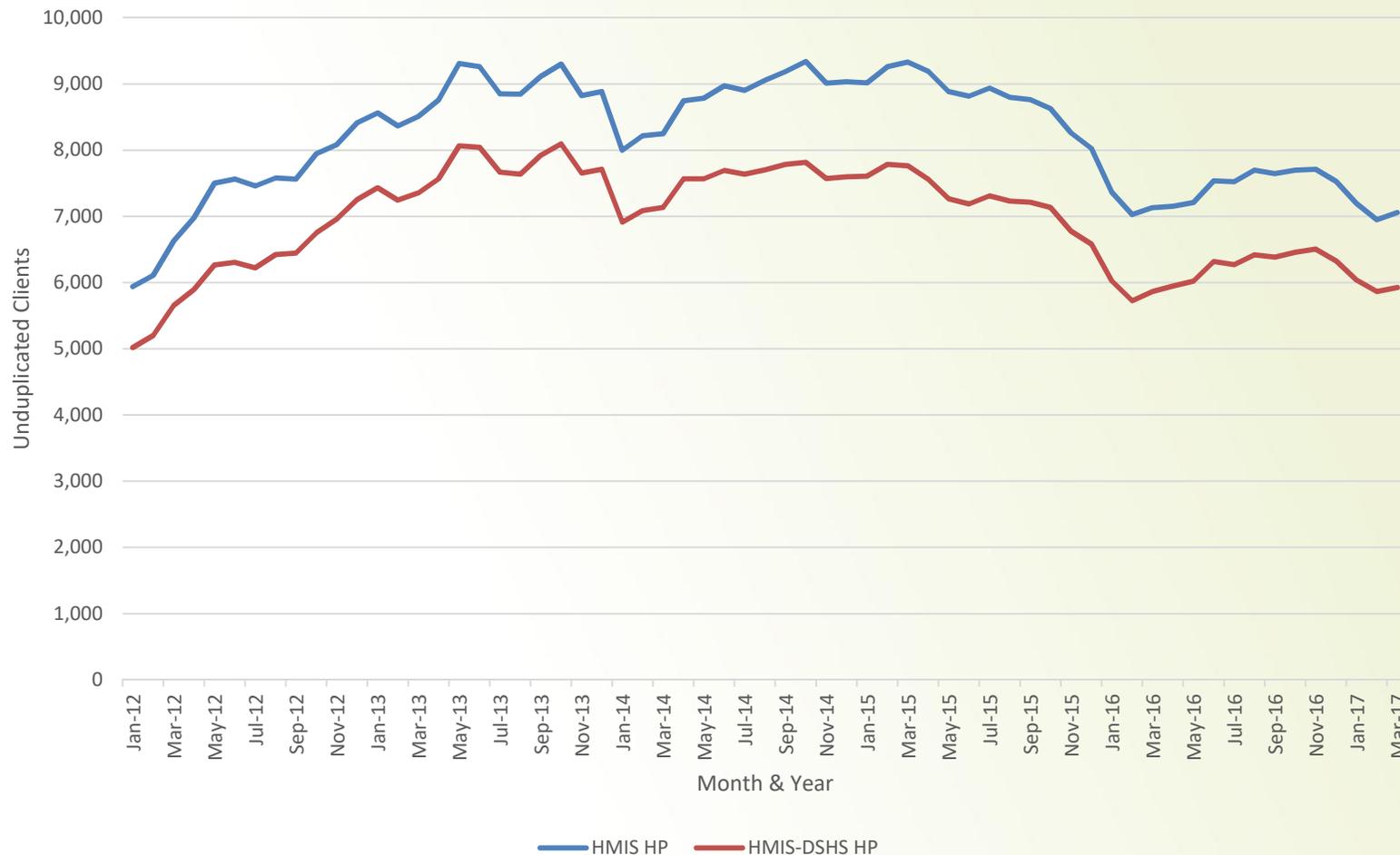




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Results - Prioritization

HOMELESSNESS PREVENTION



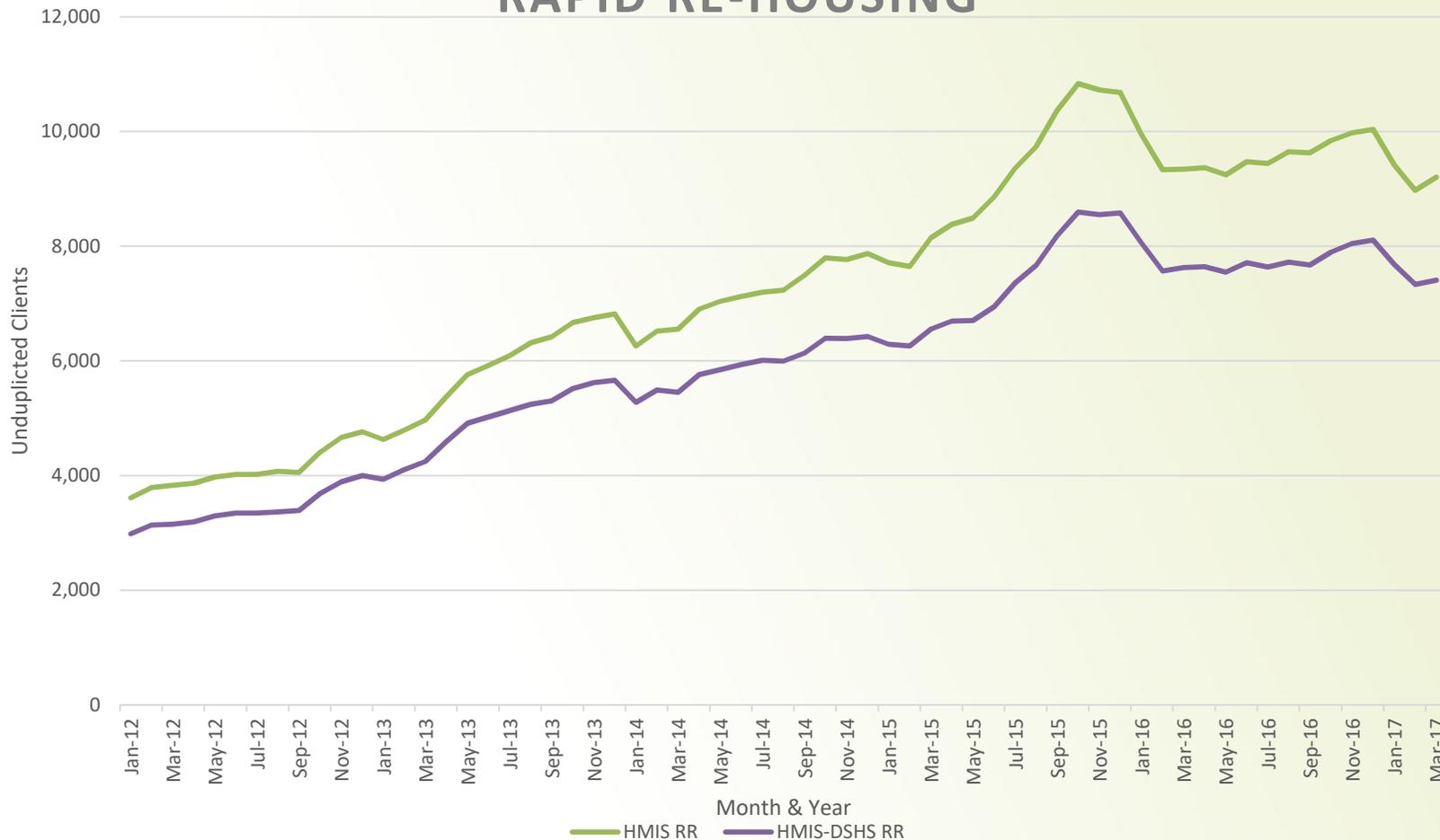


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Results - Prioritization

RAPID RE-HOUSING





Results - Prioritization

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LENGTH OF TIME HOMELESS

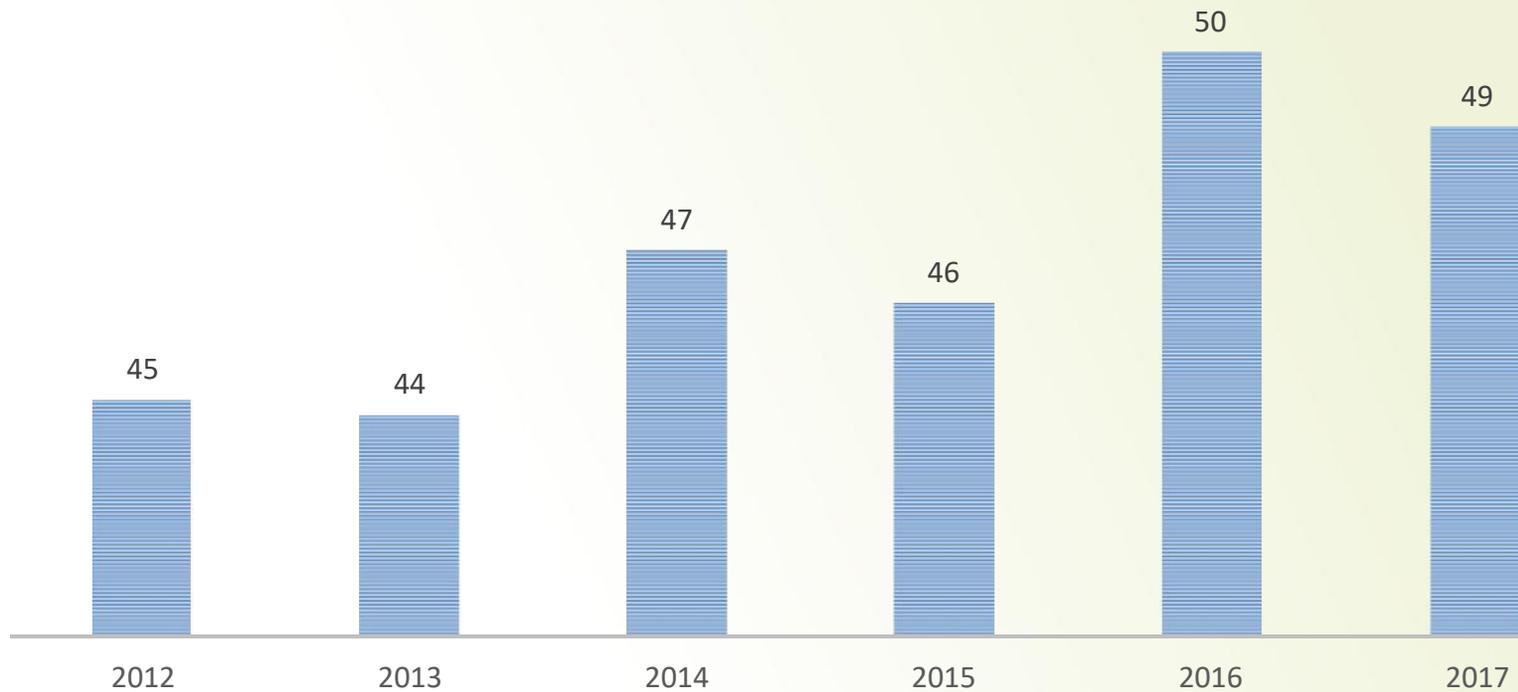




Results - Prioritization

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PERCENT SUCCESSFUL EXITS

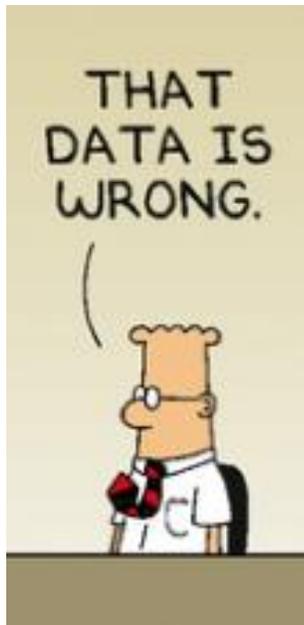




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What's Next?

- New legislative requirements – SB 5252
- Next County Report Card – January 2018
- Tracking progress – Progress Reports
- Data quality!
- Providing technical assistance, strategies to improve performance





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K Bye