Homeless Outcome Tracking:
Progress through Performance Measurement

Tom Bayer, CPA/CSPM and Deb Stonikas, MBA are consultants with the firm Sikich LLP, Springfield, Illinois. They were retained by the Heartland Continuum of Care and the Springfield Mayor’s Taskforce on Homelessness to conduct a re-calibration of the current 10-year Homeless Plan. Both Mr. Bayer and Ms. Stonikas are trained facilitators in Strategic Planning and Performance Measurement. The re-calibration plan highlights the need for better measures, tracking and reporting of client outcomes. The release date of this report is late May 2009.

When athletes prepare for an event, they envision their best game - the final score. A season of final scores is tracked and published, and the ups and downs analyzed at every level of detail. Adjustments are then made to rotations, approach and equipment. This exercise of tracking, publishing, analyzing and adjusting for better results is called Performance Measurement.

In the quest to end homelessness, we know that the best score we can attain is zero - all persons in the community have a home to live in. This goal, however, must be attained within the financial resources of the community (at what cost?) and must accommodate the special needs/ constraints of the homeless clients themselves. Taking all of the factors into consideration, how can a community envision the appropriate path to attaining the final score? Here are some critical steps in achieving the community or continuum goal of reducing homelessness:

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SSI Recipients
Priced Out of Rental Market

Nationally, a non-elderly adult with disabilities who relies on Supplemental Security Income (SSI) would need to pay 112 percent of their monthly income to be assured of finding a modest, affordable, one-bedroom apartment. Locally, without additional housing subsidy, there are few opportunities for these individuals to find affordable housing. These are the top findings of the Priced Out in 2008 report, released this week by the Technical Assistance Collaborative and the Consortium of Citizens with disabilities.

The national average SSI payment in 2008 was $668 a month or $8,016 a year. Since 1998, the first time Priced Out was published, the value of SSI payments has fallen from 24 percent to 18 percent as a share of median income. With rising rents, the proportion of SSI income needed to rent a modest one-bedroom at the Fair Market rent has increased 62 percent from an already unaffordable 69 percent that first year.

The report also shows that even with state supplements to SSI income, the housing equation falls short. In Alaska, for example, where the payment is highest, $999 a month, people who rely on SSI still would have to pay 81 percent of their SSI income to afford the fair market rent for a one-bedroom. Along with state level comparisons, the report also provides similar comparisons for the major metropolitan areas within states.

Based on these results, the report provides a series of policy recommendations, including the creation of 5,000 new units of Section 811 permanent supportive housing each year through the passage of H. R. 1675, the Frank Melville Supportive Housing Investment Act of 2009, 10,000 new Housing Choice Vouchers for people with disabilities, and at least $1 billion in funding for the National Affordable Housing Trust Fund.

The report can be found at www.tacinc.org/pubs/pricedout/2008.html.

IHDA Round Two
RHSP Awards

The Illinois Housing Development Authority (IHDA), has been adding additional units under the Rental Housing Support Program (RHSP) that serves Illinois outside the City of Chicago. Recently, the IHDA board approved funding for the second round of Local Administrating Agencies (LAAs). These agencies will carry out the state-funded rental subsidy program in communities around Illinois. This is the second round of funding for RHSP.

IHDA officials are still working on an official start date for the second round of assistance. The date will be different for each LAA. IHDA expects that all second round agencies will be able to start subsidizing rental units during the Summer.

For further information, contact IHDA RHSP Manager April Lasker at rhsp@ihda.org or at the address in Headlines Directory.

The current issue of Homeless Headlines and back issues are available at http://www.iacaanet.org/homelessheadlines.
Homeless Headlines

Out of Reach 2009

must earn $2,977 monthly or $35,723 annually. Assuming a 40-hour work week, 52 weeks per year, this level of income translates into a Housing Wage of $17.17.

In Illinois, a minimum wage worker earns an hourly wage of $7.75. In order to afford the FMR for a two-bedroom apartment, a minimum wage earner must work 89 hours per week, 52 weeks per year. Or, a household must include 2.2 minimum wage earner(s) working 40 hours per week year-round in order to make the two-bedroom FMR affordable.

In Illinois, the estimated mean (average) wage for a renter is $15.33 an hour. In order to afford the FMR for a two-bedroom apartment at this wage, a renter must work 45 hours per week, 52 weeks per year. Or, working 40 hours per week year-round, a household must include 1.1 worker(s) earning the mean renter wage in order to make the two-bedroom FMR affordable.

Monthly Supplemental Security Income (SSI) payments for an individual are $674 in Illinois. If SSI represents an individual’s sole source of income, $202 in monthly rent is affordable, while the FMR for a one-bedroom is $776.

A unit is considered affordable if it costs no more than 30% of the renter’s income.

For more information, contact the National Low Income Housing Coalition at the address in Headlines Directory.

The authors of this column welcome your comments and questions. See contact information at the end of the article.

NIHIC will release Out of Reach 2009 on Tuesday, April 14. Out of Reach highlights the vast discrepancy between the Housing Wage and both the minimum wage and average renter wages, thereby illustrating the difficulty that many low-wage workers encounter in their search for affordable housing. The Housing Wage - the hourly wage that someone with a full-time, year-round job must earn to afford adequate rental housing - is calculated for every county, metropolitan area, and state in the country. State and local data is available at www.nlihc.org/oor2009.

Illinois

In Illinois, the Fair Market Rent (FMR) for a two-bedroom apartment is $893. In order to afford this level of rent and utilities, without paying more than 30% of income on housing, a household must earn $2,977 monthly or $35,723 annually. Assuming a 40-hour work week, 52 weeks per year, this level of income translates into a Housing Wage of $17.17.

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The American Recovery and Reinvestment Act, a New Opportunity PART II

Contributor: DuPage Federation on Human Services Reform

The authors of this column welcome your comments and questions. See contact information at the end of the article.

Since the passage of the American Recovery and Reinvestment Act of 2009 (ARRA) we all are being faced with a new and somewhat exhilarating challenge - planning for how can we make sure that the additional money coming into our communities is used effectively. In the next few months you will be hearing about numerous programs that can help individuals or families who are homeless or at risk of homelessness. In this month’s column I will review some information about the Homeless Prevention and Rapid Re-Housing program (HPRP).

Passage of the ARRA has resulted in an additional $1.5 billion nationwide being specifically targeted towards homelessness prevention and re-housing. The funding for the HPRP program is being distributed to local areas by HUD through the same formula as HUD’s Emergency Shelter Grants (ESG) program. The Department of Commerce and Economic Opportunity (DCEO) will be administering the HPRP funds targeted to the state of Illinois that are received as a result of the ARRA. Local areas that are ESG entitlement entities will also receive their own HPRP funds.

This means that in Illinois there will be an additional pool of over $70,000,000 targeted for Homeless Prevention, $20,000,000+ being funneled into the state through DCEO and $50,000,000+ being sent to ESG entitlement entities (Chicago is receiving $34,356,259).

The HPRP funds are targeted to assist renters and homeowners who are about to become homeless and now need help to pay for moving costs, security deposits, rent in a new place, storage fees temporary motel/hotel costs and other costs associated with relocation and stabilizing housing. Funds can also be used to cover the costs of data collection and evaluation, and administrative costs involved in providing the services established through this program.

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Rehabilitation/Single Room Occupancy) into a single Continuum of Care Program and codifying the continuum of care planning process.

- Creation of Emergency Solutions Grants (formerly Emergency Shelter Grants) with new emphasis on prevention and rehousing similar to the Homelessness Prevention and Rapid Re-housing Program (HPRP) just enacted as part of the economic recovery package.

- Expansion of the definition of homelessness to include unaccompanied youth and homeless families with children who: have experienced a long-term period without living independently in permanent housing; have experienced persistent instability measured by frequent moves over a period of time; can be expected to continue in such a status for an extended period of time because of chronic disabilities, chronic physical health, or mental health conditions, substance addiction histories of domestic violence or childhood abuse, the presence of a child or youth with a disability, or multiple barriers to employment.

- Requirement that HUD provide incentives for strategies that are known to reduce homelessness.

- Establishment of specific criteria for programs in rural states that respond to the unique nature of rural homelessness.

- Establishment of a nationwide goal of ensuring that individuals and families who become homeless return to permanent housing within 30 days.

- Authorization of increased appropriations, calling for an additional $2.2 billion in funding for the programs over the next two years.

The House bill has six cosponsors in the House: Representatives Judy Biggert (R-IL), Shelley Moore Capito (R-WV), the Ranking Member of the Subcommittee on Housing and Community Opportunity; Andre Carson (D-IN); Geoff Davis (R-KY); House Financial Services Committee Chairman Barney Frank (D-MA); and Chairwoman of the Housing and Community Opportunity Subcommittee Maxine Waters (D-CA).

Cosponsors of the Senate companion bill are Senators Daniel Akaka (D-HI), Christopher “Kit” Bond (R-MO), Barbara Boxer (D-CA), Susan Collins (R-ME), Richard Durbin (D-IL), John Kerry (D-MA), Amy Klobuchar (D-MN), Mary Landrieu (D-LA), Frank Lautenberg (D-NJ), Joseph Lieberman (I-CT), Charles Schumer (D-NY), and Sheldon Whitehouse (D-RI).

As of this date, further consideration of the bills has not yet been scheduled.

The text of both bills is available at http://thomas.loc.gov; search by each bill number.

For further information, contact the National Low Income Housing coalition at the address in Headlines Directory.
In this example, a Continuum of Care offers three Mentoring Programs [A, B, C] directed at the same client base. The cost of A=$100, B=$300, C=$500. The continuum enters 50 clients in each of the programs.

Instead of evaluating the total cost of the programs, we are most interested in the effectiveness of each program, based on client outcome, because positive client outcomes are the only path to attaining the vision. We look at cost as well, because, funding effective programs is critical.

The chart above provides another view of the Scorecard:

In this example our Scorecard tells us that Program B is the most effective program with the best client outcome at the least cost per client enrolled, where outcome is defined as not only graduating, but still in stable housing after 12 months.

While this scorecard depicts community outcomes, or the final score we hope to achieve, we know that we must measure the effectiveness of the program goals at each social service agency, and for each individual client. To achieve success, we must measure and manage the activities that lead to a successful outcome. Just like the baseball coach tracks the number of pitches for his starting pitcher, we must measure each homeless client’s activities. Case managers are critical in establishing these outcomes, and then measuring and monitoring progress, and most of all, celebrating successes. Each client’s scorecard is focused on their individual goals.

Moving beyond summary client counts and demographics to analyzing client performance and program effectiveness is not an easy task. Holistic and automated tracking systems have made this easier, with good participation and data integrity. The benefits of Performance Measurement include:

- Reduced cost
- Accountability and Transparency
- Most importantly, better client outcomes

Scorecards provide a good visual regarding program offerings and client outcomes. In addition to allowing Agency executives to evaluate programs and increase their effectiveness. They can confidently show how funding dollars are being spent most effectively.
New Opportunity  
(Continued from page 3)

To be eligible to receive the funds, the state and local entitlement areas have to develop and submit an amendment to the 2008 Consolidated Action Plan within 60 days of March 19, 2009. This new planning process provides each of you the opportunity to give input on the amendments that will be developed. Citizen feedback is required, just as is done when the Action Plan is developed each year. The National Alliance to End Homelessness identifies this funding as “a once-in-a-generation opportunity to transform homeless assistance to be more effective and efficient” since the funding focuses on preventing homelessness and quick re-housing, rather than on providing shelter services when a person has become homeless.

As you work to develop plans in your area, it is important to keep in mind that the HPRP funds are targeted to helping households most in need of assistance, and who have the highest likelihood to achieve stable housing. Two populations are being targeted:

- Individuals or families who are currently in housing but are at risk of homelessness, and need help with rent or utilities (including up to 6 months in arrears) to prevent from becoming homeless, and
- Individuals or families who are already homeless, and need temporary financial help to obtain housing and keep it

HPRP is meant to help eligible participants rapidly transition into stability so it is critical that plans include a way to help to link program participants to community resources and mainstream benefits. You need to make sure your area’s plans identify a clear process to help determine the type, level and duration of assistance that is needed for each participant.

When developing a plan targeted towards housing assistance HUD expects that you will use case managers who will assess if an individual needs short term (up to 3 months of help) or medium term assistance (an additional 15 months of help). HPRP funds are able to help individuals and families for up to a maximum of 18 months. Households must agree to meet with a case manager for an assessment to determine if the individual or family is at risk of homelessness, and they must also be at or below 50% of the area median income. As areas develop plans, HUD also recommends that discharge plans are reviewed, since individuals being discharged from institutions are eligible to receive help through HPRP.

HPRP has provided a list of potential criteria, it is strongly recommended that as you look at the various resources provided by HUD such as:

- A Q & A document for HPRP that is posted on HUD’s Homeless Resource Exchange (HRE) http://www.hudhre.info/
- An on-line “Virtual Help Desk” will be available at the HUD/HRE site for questions about Homelessness Prevention and Rapid Re-housing Program (HPRP) beginning March 23rd
- Sample community documents related to prevention and rapid re-housing will be posted to HUD HRE beginning March 25th
- On April 8th: please take time to watch the HUD web cast dedicated to HPRP

Coordination between the various ARRA funds is also important to developing a comprehensive community strategy, so it is important to understand other funding programs. In next months column I will take a look at the TANF Emergency Contingency Fund.

The DuPage Federation on Human Services Reform, a non-profit 501(c)(3) organization focused on advocacy and planning in DuPage County, Illinois and designer and trainer of Making the Connection: A Guide to Accessing Public Benefits. The DuPage Federation is affiliated with Northern Illinois University, Regional Development Institute. Questions can be directed to Kathryn Nelson nknelson@dupagefederation.org
Funding Resources

Banco Popular Foundation, Inc.
9600 W. Bryn Mawr Ave.
Rosemont, IL 60018-5209
Telephone: (847) 994-5400
Contact: Christine M. Summers, Exec. Dir.

Type of Grantmaker: Company-sponsored foundation

Giving activities include: $580,183 for 49 grants (high: $36,000; low: $2,500)

Geographic focus: Florida and Illinois.

Fields of Interest:
- AIDS research
- Children/youth, services
- Developmentally disabled, centers & services
- Education, Family services, single parents
- Homeless, human services
- Youth development, centers/clubs

Types of Support:
- General/operating support
- Scholarship funds

Population Groups:
- Hispanics/Latinos

Limitations:
- Giving primarily in Florida and Illinois.

Application Information:
- Initial approach: Contact foundation for application information

Community Foundation of East Central Illinois
(formerly Community Foundation of Champaign County)
404 W. Church St.
Champaign, IL 61820-3411
Telephone: (217) 359-0125
Fax: (217) 352-6494
E-mail: info@cfeci.org
URL: www.cfeci.org

Contact: Joan M. Dixon, Exec. Dir.

Type of Grantmaker: Community foundation

Giving activities include: $598,647 for 66 grants

Geographic focus: Illinois

Number of Staff: One full-time professional, one part-time professional

Fields of Interest:
- Crime/violence prevention, abuse prevention
- Education, Health care, Urban/community development
- Youth, services

Population Groups:
- African Americans/Blacks
- Aging Disabilities, people with
- Economically disadvantaged
- Homeless
- LGBTQ

Types of Support:
- Building/renovation
- Equipment Scholarship funds

Limitations:
- Giving limited to programs that benefit east central Illinois. No support for sectarian purposes unless program or project is open to the entire community regardless of religious belief. No grants for annual budgets, endowments, scholarships, for-profit entities, start-up costs for new agencies, staffing costs, operations, or non-capital items.

Application Information:
- Visit foundation Web site for application information. Application form required.
- Initial approach: Telephone, Copies of proposal: 10, Board meeting date(s): Monthly Deadline(s): January 15, May 15, and September 15
- Final notification: November

The Field Foundation of Illinois, Inc.
200 S. Wacker Dr., Ste. 3860
Chicago, IL 60606-5848
Telephone: (312) 831-0910
Fax: (312) 831-0961
URL: www.fieldfoundation.org

Contact: Aurie A. Pennick, Exec. Dir.

Type of Grantmaker: Independent foundation

Giving activities include (Year ended 4/30/08): Total giving: $2,235,714; Qualifying distributions: $2,996,241; $2,161,925 for 255 grants (high: $12,500; low: $500); $73,789 for 47 employee matching gifts

Number of Staff: Four full-time professional, one part-time professional, one full-time support, one part-time support

Fields of Interest:
- AIDS Adult education—literacy, basic skills & GED
- Aging, centers/services
- Children/youth, services
- Community/economic development
- Education, early childhood education
- Elementary school/education
- Employment, Food services
- Health care
- Homeless, human services
- Human services
- Mental health/crisis services
- Public affairs
- Research
- Secondary school/education
- Substance abuse, services

Population Groups: Aging

Economically disadvantaged Homeless

Types of Support:
- Building/renovation
- Capital campaigns
- Curriculum development
- Emergency funds
- Employee matching gifts
- Equipment
- General/operating support
- Land acquisition
- Program development
- Seed money
- Technical assistance

Limitations:
- Giving primarily in the Chicago area; No support for member agencies of community funds, medical research, national health agencies, neighborhood health clinics, small cultural groups, or religious purposes. No grants to individuals, or for endowment funds, continuing operating support, conferences, operating support of day care centers, fundraising events, advertising, scholarships, printed materials or video equipment, or fellowships; no loans.

Application Information:
- Application form not required: Initial approach: Proposal: Copies of proposal: One; Board meeting date(s): Three times per year; Deadline(s): January 15, May 15, and September 15
- Final notification: Within 4 months