System Performance Measure
Racial Equity Action Lab

Workshop 2

June 2, 2022
Workshop Overview

I. Introductions
II. Community Grounding
III. HHAP Baseline Data for Outcomes Form
   - Table 4 Outcome Goals
IV. Examples for SPM 4, 5, 6
V. Questions and Comments
Community and Partner Introductions

Please type into the chat

- Childhood nickname
- Your personal weather status for today
Racial Equity Action Lab Team

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Inequality
Unequal access to opportunities

Equality?
Evenly distributed tools and assistance

Equity
Custom tools that identify and address inequality

Justice
Fixing the system to offer equal access to both tools and opportunities

Source: Tony Ruth
Five Steps for Targeted Universalism Framework

- Establish a universal goal
- Assess performance relative to the goal
- Identify differences in performance (by population) between goal and overall population
- Assess and understand the persistent drivers of inequities and disparities
- Develop and implement targeted strategies to remove barriers and close disparities

Create a trackable data goal based on disparities identified
Progressing through the 5 steps toward housing equity and justice

Move from high-level goals (aims) to effective targeted strategies with:

A new model of adaptive leadership
  • Who?
  • How?

The right data
  • Properly defining the what
  • Identifying disparities and barriers

Systems-focused analysis
  • Digging deeply into the why
  • Co-creating strategies that address root causes
Technical versus Adaptive Challenges

**Technical**

- Easy to identify
- Often lend themselves to cut and dried solutions
- Often can be solved by an authority or expert
- Require change in just one or a few places; often contained within organizational boundaries
- People are generally receptive to the technical solution
- Solutions can be implemented quickly, even by edict

**Adaptive**

- Difficult to identify (easy to deny)
- Require changes in values, beliefs, roles, relationships, and approaches to work
- People with the problem need to do the work of solving it
- Requires change in numerous places; usually across organizational boundaries
- People often resist even acknowledging adaptive challenges
- “Solutions” require experiments and new discoveries; they can take a long time to implement and can’t be implemented by edict
Co-create racial and/or social equity SMARTIE goals that correspond to SPM outcome goals

*Best practice -- Include the following local experts:
  • People living homeless and with past experience of homelessness
  • People from historical marginalized communities
  • Direct service providers of color

Fast Forward (after June 30th)...

After establishing SMARTIE goals, move to co-creating targeted strategies for removing barriers and closing disparities:

*Best practice -- Engage the same local experts to:

  • Analyze the disaggregated data together
  • Identify and understand the persistent drivers of disparities
    - What are the systems-level barriers to justice from the point of view of people most impacted by the disparities?
  • Collaborate in co-creating targeted strategies to remove barriers
    - Measure and share progress toward SMARTIE goals for each strategy
    - Establish reporting transparency and other accountability measures

Workshop 1 & 2 focus

*Due June 30, 2022
Table 4. Outcome Goals

| Outcome Goal #1a: Reducing the number of persons experiencing homelessness. |
| Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness | Outcome Goals July 1, 2021 - June 30, 2024 |
| [To be provided by Cal CH from HHS; can use local data as placeholder in the meantime] | Decrease/Increase in # of People | Decrease/Increase as % Change from Baseline |
| Optional Comments |

**Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness**

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:

Describe the trackable data goal(s) related to this Outcome Goal:

| Optional Comments |

| Outcome Goal #1b: Reducing the number of persons experiencing homelessness on a daily basis |
| Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness | Outcome Goals July 1, 2021 - June 30, 2024 |
| [To be provided by Cal CH from HHS; can use local data as placeholder in the meantime] | Reduction in # of People | Reduction as % Change from Baseline |
| Optional Comments |

**Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness**

Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:

Describe the trackable data goal(s) related to this Outcome Goal:

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Mural by Black Paint Studios, Milwaukee
REVISED GOAL:
By August 1, 2022, we will create 2 paid positions on the Coordinated Entry Leadership Committee to hire and engage with Black and Indigenous Persons with Lived Experience and Expertise to help in leading program and policy design and implementation.

Let's dig deeper...
How could the identified SMARTIE goal(s) be changed, refined, or enriched to further mitigate the disparate impact(s) and/or make equity and inclusion more explicit?

By August 2022, we will engage racially and ethnically diverse Persons with Lived Experience and Expertise by creating paid positions on the coordinated entry leadership committee.

By August 1, 2022, we will engage (be specific – for example – Black? Indigenous? Native Hawaiian? Pacific Islander? Latinx? Asian?) Persons with Lived Experience and Expertise by creating (be specific and quantify for measurability– how many?) paid positions on the Coordinated Entry Leadership Committee.

#SMARTIE
Examples for SPM 4, 5, and 6
Example for System Performance Measure #4

Reducing the length of time persons remain homeless

<table>
<thead>
<tr>
<th>Steps in the Process</th>
<th>Process Outcomes for CoC “A”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a universal goal</td>
<td>Reduce the average elapsed time from Coordinated Entry intake to housing placement by 2 months</td>
</tr>
<tr>
<td>Assess performance relative to the universal goal</td>
<td>The average elapsed time from Coordinated Entry intake to housing placement has decreased by 1 month</td>
</tr>
<tr>
<td>Identify differences in performance by population</td>
<td>On average it takes 3.25 times longer to place trans youth of color into permanent housing than the average for all populations</td>
</tr>
<tr>
<td>Create a trackable data goal based on disparities identified</td>
<td>The elapsed time from Coordinated Entry to housing placement for trans youth of color will decrease by 50%</td>
</tr>
<tr>
<td>Assess and understand the persistent drivers of inequities and disparities</td>
<td>Trans youth frequently lack required identification paperwork, which significantly slows the housing placement process</td>
</tr>
</tbody>
</table>
| Develop and implement targeted strategies to remove barriers and close disparities | • Establish new case management procedures for increasing support to trans youth of color around obtaining identification and other needs  
  • Establish specific performance measures for reducing the time it takes for trans youth to obtain identification |
**Example for System Performance Measure #5**

*Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing*

<table>
<thead>
<tr>
<th>Steps in the Process</th>
<th>Process Outcomes for CoC “B”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a universal goal</td>
<td>Reduce returns to homelessness after housing placement by 50%</td>
</tr>
<tr>
<td>Assess performance relative to the universal goal</td>
<td>Returns to homelessness have been reduced by 29%</td>
</tr>
<tr>
<td><strong>Identify differences in performance by population</strong></td>
<td><strong>Black single adults return to homelessness after exiting homelessness to permanent housing at a rate 2.8 times higher than their white counterparts</strong></td>
</tr>
<tr>
<td><strong>Create a trackable data goal based on disparities identified</strong></td>
<td><strong>Reduce the rate of return to homelessness after permanent housing placement for Black single adults by 75%</strong></td>
</tr>
<tr>
<td>Assess and understand the persistent drivers of inequities and disparities</td>
<td>As a group, Black single adults experience employment discrimination, which increases the length of time it takes to gain employment or obtain a higher paying job and thus the length of time it takes to increase income to the level needed to maintain housing</td>
</tr>
</tbody>
</table>
| Develop and implement targeted strategies to remove barriers and close disparities | • Increase the length of time Black single adults receive rental assistance after placement into Rapid Rehousing units and certain other housing types  
• Increase investment in employment assistance training provided for this population by agencies rooted in Black communities with high rates of homelessness |
**Example for System Performance Measure #6**

*Increasing successful placements from street outreach*

<table>
<thead>
<tr>
<th>Steps in the Process</th>
<th>Process Outcomes for CoC “C”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a universal goal</td>
<td>Increase housing placements from street outreach by 30%</td>
</tr>
<tr>
<td>Assess performance relative to the universal goal</td>
<td>Housing placements from street outreach increased by 32%</td>
</tr>
<tr>
<td>Identify differences in performance by population</td>
<td>Housing placements from street outreach increased only 5% for Latina/o/x individuals and 7% for Hmong individuals</td>
</tr>
<tr>
<td>Create a trackable data goal based on disparities identified</td>
<td>Increase housing placements from street outreach for Latina/o/x and Hmong individuals by 50%</td>
</tr>
<tr>
<td>Assess and understand the persistent drivers of inequities and disparities</td>
<td>The percentage of unsheltered people engaged during street outreach who identify as Latina/o/x is 29% lower than the Latina/o/x share of the unsheltered population. The percent who identify as Hmong is 32% lower than the Hmong share of the unsheltered population. The CoC has very few Latina/o/x and even fewer Hmong outreach workers. No Latina/o/x-led or Hmong-led agencies receive funding for CoC activities.</td>
</tr>
</tbody>
</table>
| Develop and implement targeted strategies to remove barriers and close disparities | ● Invest resources to provide support and funds to attract Latina/o/x-led and Hmong-led agencies that could provide outreach in the neighborhoods they serve  
● Establish performance goals for increasing the number of Latina/o/x and Hmong outreach workers and the number of Latinx unsheltered individuals engaged during outreach |
Office Hours

- *Next Session:* Friday, 6/3/22 @ 10:00-11:00 AM Pacific Time
- Additional Tuesday and Friday sessions to follow
- Coaches will be available to assist with specific questions that arise as grantees work to complete their equity goals
Contact Information

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Housing and service strategies that work for people