

## **RURAL NEVADA CONTINUUM OF CARE & STATE EMERGENCY SOLUTIONS GRANT PROGRAM PROGRAM PERFORMANCE EVALUATION TOOL**

The following guidelines and program evaluation tool has been developed by the Rural Nevada Continuum of Care (RNCOC) and the State of Nevada Housing Division to determine if programs funded through the RNCOC and the State ESG Program are meeting goals and objectives of the RNCOC.

### **Federal Performance Goals:**

- Reduce lengths of homeless episodes
- Reduce new and return entries into homelessness
- Increase jobs and income

### **Background**

The purpose of the HUD McKinney-Vento homeless assistance programs, as defined by the U.S. Department of Housing and Urban Development (HUD), is to reduce the incidence of homelessness in communities by assisting homeless individuals and families to quickly transition into permanent housing and self-sufficiency, and to assist eligible households who are at imminent risk of homelessness from becoming homeless. It is the expectation of HUD that programs funded through the McKinney-Vento homeless programs be evaluated annually to ensure goals and objectives set by the local CoC are met. In order to be consistent with 402(f) and 413(b) of the McKinney-Vento Act, ESG recipients must also consult with local CoC's in developing performance standards and evaluating outcomes of ESG-assisted projects; and CoC's must in turn analyze patterns of use of ESG funds and help evaluate outcomes for ESG-funded projects.

In the rural Continuum of Care the Governing Board (aka RNCOC Steering Committee) is the decision-making body responsible for the oversight of the RNCOC. The Grantee Peer Review Subcommittee evaluates the quarterly performance of RNCOC Grantees. The RNCOC Evaluation Subcommittee reviews local applications under the leadership of the RNCOC Coordinator (SEI), and provides funding recommendations to the Governing Board, while incorporating information provided by the Grantee Peer Review Subcommittee throughout the year. The State ESG Program Manager is responsible for reporting ESG-related data to the RNCOC Governing Board and the general membership.

### **Methodology**

The RNCOC Governing Board has created goals to help the RNCOC, its grantees, and ESG sub-recipients to meet certain objectives of HUD and the RNCOC. A program review process will be used to evaluate recipient performance with both federal and RNCOC goals. Evaluations will be assessed at least annually, and the timing of the program achievements will work in conjunction with completion of the annual consolidated funding application (the NOFA) to HUD, and the Consolidated Annual Performance Report (CAPER) submitted on behalf of the State ESG program.

The attached Program Performance Evaluation Report will be completed for each McKinney-Vento program funded within the RNCOC. A continuum-wide report will also be completed for all programs funded within the RNCOC. These reports will act as a performance evaluation tool and will indicate program achievement in each of the performance standards outlined below. Achievement of the established performance standard varies as defined by each standard. Points are allocated for each standard ranging from zero to twenty-five points, depending on the Standard. Performance standards will be marked as either "achieved", "not achieved" or "not applicable". Overall program achievement will be assessed based on the percent of all performance standards achieved.

RNCOC-funded programs which meet less than half of the performance standards will be considered "programs of concern" and may be required to develop a 12-month action plan for improving program performance in the area(s) identified as "not achieved". Programs of concern may be required to provide quarterly progress reports to the RNCOC Governing Board at Steering Committee meetings. The Governing Board will assess the program performance at the end of the 12 month period and will determine if the program is improving in the areas identified and meeting federal and local goals. If the program performance has not improved significantly, as determined by the Governing Board, then the program may be at risk for reallocation or program repurposing during local HUD McKinney-Vento NOFA cycles (beginning with the 2014 NOFA).

State-ESG funded programs which meet less than half of the performance standards may also be considered "programs of concern". It shall be the responsibility of the State's ESG Program Manager to develop an action plan with the applicable sub-recipient, as defined under Section 8.0 of the ESG Program's Policies and Procedures Manual, to ensure the goals and objectives of the ESG and the RNCOC are met. The State's ESG Program Manager will provide status reports to the RNCOC Governing Board at least annually.

## Program Performance Evaluation Report

All data generated for the Program Performance Evaluation Report will be derived from the Homeless Management Information System (HMIS), the RNCOC Recipient's Annual Performance Report (APR), or ESG reports obtained from the sub-recipient or the State's ESG Program Manager. Either the RNCOC's Grantee Peer Review Sub-committee, the RNCOC's Evaluation Sub-committee, or the State's ESG Program Manager will work with the HMIS Administrator to obtain the necessary data to generate the Program Performance Evaluation Report.

### Reallocations or Repurposing of RNCOC Funding

RNCOC funded programs which meet less than 50% of the performance standards will be considered "programs of concern" and will be required to submit a detailed corrective action plan for improving program performance in the area(s) identified as not achieved. Programs of concern will be evaluated by the RNCOC Evaluation Subcommittee when it is time to consider local applications for possible funding, reallocation or repurposing beginning with the 2014 HUD McKinney-Vento NOFA cycle.

Funding reallocation or repurposing will be determined and recommended by the RNCOC Evaluation Subcommittee as part of the NOFA process. Appeals on the basis of fact may be requested about the decision of the RNCOC Evaluation Subcommittee to reallocate program funding. An appeals review will be held, if necessary, and will be facilitated by the RNCOC Governing Board. (If a member of the Board is also a recipient of CoC funding they will recuse themselves from the appeals process.) The decision of the appeals review will be considered final. Funding reallocation would be contingent on HUD approval during the annual consolidated funding application process.

Program repurposing will be recommended by the RNCOC Evaluation Subcommittee, and determine by a vote by the RNCOC Governing Board. Program repurposing will be recommended if a program is not performing up to the federal and local expectations and if there is an opportunity to improve performance and meet local and federal needs by changing the program model. Repurposing would mean working with the program and the local HUD office to reclassify the program from one program model to another. For example, a transitional housing program could be converted, or repurposed, to become an emergency shelter program a permanent housing program, or a rapid re-housing program. The RNCOC Evaluation Subcommittee would work closely with the program staff and the local HUD office on the repurposing plan and the timeline for completion of the program repurposing. Program repurposing would be contingent on HUD approval during the annual consolidated funding application process.

### Scoring Factors and Points Available

The following scoring system shall be used by the RNCOC Evaluation Subcommittee and the ESG Program Manager to complete the attached Program Performance Evaluation Report and will be used to determine whether or not a Grantee is meeting objectives and outcomes as reflected beginning on page 4 of this document.

Factor	Points
1. Program serves "hard to serve" homeless population	20 (All participants)
2. Reduce length of homeless episodes and new and returned entries into homelessness	10 (RNCOC)
	35 (ES)
	5 (HP & RRH)
3. Increase jobs, income and self-sufficiency	50 (RNCOC/HP/RRH)
	25 (ES Only)
4. HMIS participation/Data Quality	15 (All participants)
5. Increase availability of existing beds	5 (ES/TH/PH w/designated beds)
6. Families designated as homeless under other Federal programs	10 (HP programs only)
7. Priority households served	10 (RRH only)
<b>Total Available</b>	<b>100</b>

25 point scale distribution	10 point scale distribution	5 point scale distribution
25 points = 95-100% achieved	10 points = 95-100% achieved	5 points = 91-100% achieved
24 points = 90-94% achieved	9 points = 90-94% achieved	4 points = 81-90% achieved
22 points = 85-89% achieved	8 points = 85-89% achieved	3 points = 71-80% achieved
20 points = 80-84% achieved	7 points = 80-84% achieved	2 points = 61-70% achieved
18 points = 75-79% achieved	6 points = 75-79% achieved	1 point = 51-60% achieved
17 points = 75-79% achieved	5 points = 70-74% achieved	0 points = 0-50% achieved

16 points = 65-69% achieved	4 points = 65-69% achieved	
15 points = 60-64% achieved	3 points = 60-64% achieved	
14 points = 55-59% achieved	2 points = 55-59% achieved	
13 points = 50-54% achieved	1 point = 0-49% achieved	
> 12 points = 0-49% achieved	0 points = 0-49% achieved	
	<b>Outcome Achievement:</b>	
	<b>Outcome achieved = Y</b>	
	<b>Outcome not achieved = N</b>	
	<b>Outcome measure not applicable =N/A</b>	

**RURAL NEVADA CONTINUUM OF CARE and STATE ESG PROGRAM  
OBJECTIVES AND OUTCOMES SUMMARY**

<b>Objective #1</b>	<b>Grantees shall assist “harder to serve” homeless populations</b>
Outcome #1	<b>All programs:</b> Homeless PERSONS served will be “harder to serve” populations, having one or more of the following issues: Mental Illness, Alcohol Abuse, Drug Abuse, Chronic Health Conditions, HIV, Developmental Disabilities, Physical Disabilities, Domestic Violence, Unaccompanied Youth under age 18, or Unaccompanied TAY age 18-24 years
<b>Performance Measures</b>	<i>At least 50% of PERSONS served by program will be “harder to serve” homeless</i>
<b>Objective #2</b>	<b>Grantees shall reduce length of homeless episodes, and new and returned entries into homelessness</b>
Outcome #2(a)	<b>PH program only:</b> Homeless PERSONS will stay in PH over six months
Outcome #2(b)	<b>TH program only:</b> Homeless PERSONS in TH will exit to PH
Outcome #2(c)	<b>TH Program only:</b> Average days from program entry to exit into PH will be reduced year to year
<b>Performance Measures</b>	
Outcome #2(a)	<i>At least 80% of homeless PERSONS in PH stay over 6 months</i>
Outcome #2(b)	<i>At least 80% of homeless PERSONS in TH move to PH</i>
Outcome #2(c)	<i>(To be determined. Baseline year)</i>
<b>ESG Program Only</b>	
Outcome #2(d)	<b>Shelters only:</b> Homeless PERSONS will exit from shelter into TH or PH upon discharge
Outcome #2(e)	<b>Shelters only:</b> PERSONS exited into TH or PH stayed less than 45 days in shelter
Outcome #2(f)	<b>Rapid Re-Housing (RRH) only:</b> Homeless PERSONS were provided access to PH
Outcome #2(h)	<b>Homeless Prevention (HP) only:</b> HOUSEHOLDS where stabilized and diverted from shelters
<b>Performance Measures</b>	
Outcome #2(d)	<i>ES: At least 10% of homeless PERSONS are placed into TH or PH upon discharge from shelter</i>
Outcome #2(e)	<i>ES: 20% of shelter PERSONS exiting into PH or TH stayed less than 45 days in the shelter</i>
Outcome #2(f)	<i>RRH: At least 80% of PERSONS placed in PH will remain after 6 months from exit</i>
Outcome #2(g)	<i>HP: At least 80% of PERSONS did not become homeless within 6 months of program exit</i>
<b>Objective #3</b>	<b>Grantees shall increase jobs, income and self-sufficiency of program participants</b>
Outcome #3(a)	<b>All programs except ES:</b> ADULTS in the household will have increased or sustained employment income; <b>OR</b>
Outcome #3(b)	<b>All programs except ES:</b> ADULTS in the household will have increased or sustained other cash income (not including ES clients); <b>OR</b>
Outcome #3(c)	<b>All programs except ES:</b> ADULTS in the household will have increased or sustained mainstream non-cash benefits ; <b>OR</b>

Outcome #3(d)	<b>All programs except ES:</b> PERSONS shall have improved education by program exit
Outcome #3(e)	<b>ES only:</b> Homeless ADULTS residing in shelters shall have increased income from all sources (employment, benefits, mainstream resources)
<b>Performance Measures</b>	
Outcome #3(a)	At least 20% of ADULTS will have increased or sustained employment income; <b>OR</b>
Outcome #3(b)	At least 54% of ADULTS will have increased or sustained other cash income; <b>OR</b>
Outcome #3(c)	At least 56% of ADULTS will have increased or sustained mainstream non-cash benefits; <b>OR</b>
Outcome #3(d)	At least 10% of ADULTS will have improved education by program exit
Outcome #3(e)	At least 20% of homeless ADULTS residing in shelters will increase income from all funding sources.
<b>Objective #4</b>	<b>Grantees comply with HMIS data quality standards</b>
Outcome #4(a)	<b>All programs:</b> Percentage of PERSONS in housing and utilizing shelter beds who exit to known destinations
Outcome #4(b)	<b>All programs:</b> Income data ADULTS will be collected at program entry and exit, and is updated at least annually
Outcome #4(c)	<b>All programs:</b> Limit # of DATA ELEMENTS with “Don’t Know” and/or “Refused”
<b>Performance Measures</b>	
Outcome #4(a)	At least 90% of PERSONS who exit programs will have “known destinations” fields completed
Outcome #4(b)	At least 90% of ADULTS will have income data collected at program entry and exit and updated at least annually
Outcome #4(c)	No more than 10% of DATA ELEMENTS reflect “Don’t Know”, “Refused” or “Missing” as entries
<b>Objective #5</b>	<b>Timely disbursement of grant funds</b>
Outcome #5	<b>All Programs:</b> Grantee and ESG sub-recipients submit draw reimbursements at least quarterly and are on target to spend funds by end of grant period
<b>Performance Measure</b>	95% of the time grantee and ESG sub-recipients submit quarterly draw reimbursement request by the due date
<b>ESG Program Only</b>	
<b>Objective #6</b>	<b>Assist families and youth defined as homeless under other Federal Programs</b>
Outcome #6	<b>HP only:</b> Percentage of HOUSEHOLDS served shall meet the definition of homeless under other Federal Programs
<b>Performance Measure</b>	At least 50% of HOUSEHOLDS provided HP assistance met the definition of homeless under other Federal programs
<b>Objective #7</b>	<b>Provide assistance to priority households</b>
Outcome #7(a)	<b>RRH only:</b> A portion of HOUSEHOLDS provided access to RRH will be homeless families with children
Outcome #7(b)	<b>RRH only:</b> Homeless veterans shall be provided access to TH or PH
<b>Performance Measure</b> Outcome 7(a)	At least 25% of HOUSEHOLDS provided access to RRH will be homeless families with children

<i>Outcome 7(b)</i>	<i>25% of homeless veterans served will be provided access to transitional or permanent housing</i>
<b><i>Bonus Points: Additional requirements to be reviewed annually (RNCoC grantees will be reviewed prior to the NOFA. ESG sub-recipients will be reviewed at application and at year end for CAPER reporting)</i></b>	
<b><i>Objective #8</i></b>	<b><i>ES/TH/PH only: Increase utilization of available ES, TH and PH beds</i></b>
<i>Outcome #8</i>	<i>ES/TH/PH only: Bed utilization rates shall be greater than 65% and no more than 105%</i>
<b><i>Performance Measure</i></b>	<i>Average utilization rate for transitional, permanent and emergency shelter beds is not less than HUD's standard of 65%, and does not exceed HUD's standard of 105%</i>
<b><i>Objective #9</i></b>	<b><i>All Programs: Integration with local Continuums of Care</i></b>
<i>Outcome #9</i>	<i>RNCoC grantees and ESG sub-recipients shall attend local Continuum of Care meetings</i>
<b><i>Performance Measure</i></b>	<i>RNCoC grantees and ESG sub-recipients shall attend at least 75% of all local CoC meetings held annually</i>
<b><i>Objective #11</i></b>	<b><i>All Programs: Collaboration efforts</i></b>
<i>Outcome #11</i>	<i>RNCoC grantees and ESG sub-recipients shall obtain sufficient cash and non-cash funds to meet match requirements for the CoC and ESG programs</i>
<b><i>Performance Measure</i></b>	<i>RNCoC Grantees shall obtain at least 25% match for programs funded through the CoC. ESG sub-recipients shall provide enough match to cover at least 100% of the ESG allocation</i>
<b><i>Objective #12</i></b>	<b><i>Coordination efforts</i></b>
<i>Outcome #12(a)</i>	<i>RNCoC grantees and ESG sub-recipients shall engage other community partners to address issues of homelessness</i>
<i>Outcome #12(b)</i>	<i>Program participants shall be provided access and referrals to available resources</i>
<b><i>Performance Measure</i></b> <i>Outcome #12(a)</i>	<i>RNCoC grantees and ESG sub-recipients shall participate in at least 4 local Workforce Investment Boards or Community Coalition meetings annually</i>
<i>Outcome #12(b)</i>	<i>RNCoC grantees and ESG sub-recipients shall participate in local coordinated assessment and referral systems in order to provide program participants with access to other available resources</i>
<b><i>Objective #13</i></b>	<b><i>Discharge Planning</i></b>
<i>Objective #13</i>	<i>RNCoC Grantees and ESG sub-recipients shall oversee local efforts to develop community-wide discharge plans</i>
<b><i>Performance Measure</i></b>	<i>RNCoC Grantees and ESG sub-recipients shall participate in community discharge planning initiatives that is documented via executed MOU's with other participating agencies</i>

**Rural Nevada Continuum of Care  
&  
State Emergency Solutions Grant Program  
Performance Evaluation Form**

Agency Name: \_\_\_\_\_ Program Name: \_\_\_\_\_  
 Program Type:  Permanent  Transitional  ESG Amount Funded: \_\_\_\_\_  
 Total # of ES/TH/PH Beds \_\_\_\_\_ Date of Assessment: \_\_\_\_\_ Monitored by: \_\_\_\_\_

Goal	Performance Measure	Data	Points Available (refer to instructions on page 2)	Actual Points	Achieved Y N or N/A  (N/A will receive full score)
Project serves "harder to serve" homeless populations	<b>All Programs:</b> Select all "Harder to Serve" homeless or at-risk of homeless populations served: <ul style="list-style-type: none"> <li><input type="checkbox"/> Mental Illness</li> <li><input type="checkbox"/> Alcohol Abuse</li> <li><input type="checkbox"/> Drug Abuse</li> <li><input type="checkbox"/> Chronic Health Conditions</li> <li><input type="checkbox"/> HIV</li> <li><input type="checkbox"/> Developmental Disabilities</li> <li><input type="checkbox"/> Physical Disabilities</li> <li><input type="checkbox"/> Domestic Violence</li> <li><input type="checkbox"/> Unaccompanied Youth under age 18</li> <li><input type="checkbox"/> Unaccompanied TAY age 18-24 years</li> </ul>	HMIS, APR	50% of persons in program meet any <u>one</u> criteria = 15  50% of persons in program meet any <u>two</u> Criteria = 20  50% of persons in program meet any <u>three</u> criteria = 25		
Reduce length of homeless episodes and new and return entries into homelessness	<b>Permanent Housing (PH) only:</b> At least 80% of homeless PERSONS in PH stay over six months.	HMIS, APR	15		
	<b>Transitional Housing (TH) only:</b> At least 80% of homeless PERSONS in TH move to PH	HMIS, APR	15		
	<b>TH only:</b> Average days from program entry to exiting into PH	HMIS APR	Baseline year		
	<b>Emergency Shelter (ES) only:</b> At least 10% of homeless PERSONS are placed into transitional or permanent housing upon discharge from shelter	HMIS	15		
	<b>(NEW) ES Only:</b> 20% of homeless PERSONS exited into TH or PH, shelter stay was less than 45 days	HMIS	20		
	<b>Rapid Re-Housing (RRH) only:</b> At least 80% of homeless PERSONS placed in permanent housing remain in that housing at least 6 months after program exit	HMIS	5		
	<b>Homeless Prevention (HP) only:</b> At least 80% of PERSONS did not become homeless within 6 months after program exit	HMIS	5		
Increase jobs, income and self-sufficiency	<b>All programs except ES:</b> At least 20% of ADULTS will have increased or sustained employment income; or	HMIS, APR	50% of persons in program meet any <u>one</u> criteria = 15		
	<b>All programs except ES:</b> At least 54% of ADULTS will have increased or sustained other cash income. or	HMIS, APR	50% of persons in program meet any <u>two</u> Criteria = 20		
	<b>All programs except ES:</b> At least 56% of ADULTS will have increased or sustained mainstream non-cash benefits; or	HMIS, APR	50% of persons in program meet any <u>three</u> criteria = 25		
	<b>All programs except ES:</b> At least 10% of PERSONS will have improved education	HMIS, APR	10		
	<b>ES only:</b> At least 20% of ADULTS residing in emergency shelters increased income from all sources	HMIS	15		

<b>HMIS Data Quality</b>	<b>All programs:</b> At least 90% of PERSONS in housing and utilizing shelter beds who exit programs will have “known destinations” fields completed	HMIS	5		
	<b>All programs:</b> At least 90% of ADULTS have Income Data updated at least annually, and at entry and exit	HMIS, APR	5		
	<b>All programs:</b> No more than 10% of DATA ELEMENTS reflect “Don’t Know”, “Refused”, or “Missing” as entries	HMIS	5		
<b>Timely disbursement of grant funds</b>	<b>All programs:</b> 95% of the time Grantee and ESG sub-recipients submit quarterly draw reimbursement requests by the due date	Manual Report	95% -100 % = 10 80% - 95% = 5 < 80% = 0		
<b>ESG Program Only</b>					
<b>Families and youth defined as homeless under other Federal programs</b>	<b>HP only:</b> At least 50% of HOUSEHOLDS served met the definition of homeless under other Federal programs	HMIS	10		
<b>Priority Households served</b>	<b>RRH only:</b> At least 25% of HOUSEHOLDS provided access to housing will be homeless families with children	HMIS	5		
	<b>RRH only:</b> 25% of homeless participants served will be veterans who are provided access to transitional or permanent housing	HMIS	5		
<b>Total Outcome Achievement</b>			<b>100 Points Available</b>		
Points may be deducted with a history of grant funds returned to HUD, or who are currently at risk of recapture of grant funds.			Points Deducted (maximum of 10)		
			<b>Total Points Awarded</b>		
Programs which meet less than 50% of performance standards will be considered “programs of concern”			Program Performance Percentage		
<b>BONUS – Additional requirements to be reviewed annually (RNCOC grantees will be reviewed prior to the NOFA. ESG sub-recipients will be reviewed at application and at year end for CAPER reporting)</b>					
<b>(NEW) Increase utilization of available beds</b>	<b>(NEW) ES/TH/PH only:</b> Average utilization rate for transitional, permanent and emergency shelter beds is no less than 65%, and not more than 105%	HMIS	90% - 100% = 5 80% - 89% = 3 65% - 80% = 1 <65% = 0 >105% = 0		
<b>Integration with local Continuums of Care</b>	RNCOC grantees & ESG sub-recipients attend at least 75% of Continuum of Care meetings held annually	Manual Report	5		
<b>Collaboration efforts to obtain additional resources</b>	RNCOC grantees and ESG sub-recipients meet match requirement of 25% for CoC and 100% for ESG	Manual Report	101% and above = 5 95% - 100% = 3 85% - 94% = 2 < 85% = 0		
<b>Coordination efforts</b>	RNCOC grantees and ESG sub-recipients participate in at least 4 local Workforce Investment Boards or Community Coalition meetings; and	Manual Report	3		
	RNCOC grantees and ESG sub-recipients participate in local coordinated assessment and referral systems		7		
<b>Discharge Planning</b>	RNCOC grantees and ESG sub-recipients participate in community discharge plans; documented by executed MOU’s with at least 2 participating agencies	Manual Report	5		
<b>BONUS POINTS</b>			<b>130 Maximum Points</b>		

*Program of Concern: Yes/No*  
*Recommendations for Improvement:*

*Notes:*