

Notes on Santa Barbara 2013 Continuum of Care  
Performance Matrix

By  
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It is regrettable that the matrix is so long and complex but I have yet to find an alternate format that permits an evaluator to consider all variables simultaneously. The matrix is an important guide to making funding determinations for the Continuum of Care (CoC). Please note that the matrix is multi-colored. Projects are grouped by program type (Permanent Supportive Housing being yellow, Transitional Housing being shaded light green). This is done to help you focus on projects relative to others of that type. HUD's evaluation standards differ by program type so it makes sense to consider them this way. Also, you will see that some information is in red and other is in green. **Red** lettering indicates an unfavorable factor that may raise concerns that should be considered as part of the evaluation. **Green** lettering indicates a favorable factor that should also be included in your deliberations.

The key criteria by which you are to make your decisions are as follows:

1. Program Type and Location: you will have to rely upon your experience to determine what is most appropriate for you particular CoC with respect to the kind of programs needed, the population to be served, and their location.
2. Funding Level: the requests range from \$642,822 for rental assistance in Santa Barbara for disabled persons to \$19,210 for a dual diagnosis program in Santa Maria. The amount of funding is an important consideration as it sharpens discussions as to funding priorities.
3. Population Served: some populations may be in greater need of services and housing than other populations and the evaluation panel needs to consider this as well.
4. Percent of HUD Funding: a lower percent may indicate that the program has local support and has leveraged that for additional federal resources. A high percent indicates that the program is dependent upon HUD. In the case of Shelter Plus Care (SPC) rental assistance, a higher percentage should be ignored as each dollar of rental assistance is matched with an equal dollar amount of services.
5. Proposed and Actual Beds: the CoC is ever in need of additional beds so any beds/units included beyond what was initially proposed should be looked upon favorably. The number of beds is also important in that it speaks to the capacity of the Continuum in meeting the needs of homeless persons and families.
6. Cost Per Bed: cost effectiveness is of critical importance to the Continuum in that the current resources are insufficient to meet the need. It is thereby critical that every dollar spent is well spent. It should be noted that on a per client/space basis the annual

program expenses range from \$9,610 (Casa de Mural) to \$437 (Clean and Sober). It is wrong to dismiss an expensive program out of hand; a program may have high costs because it has been designed for hard-to-serve clients.

7. Numbers Served and Utilization Rate: although a number of program and residential spaces have been developed (or have created access), not all programs fully utilize the resources it has on hand. Utilization rates range from a high of 100% at the Casa de Mural program to a low of 72% by the Santa Barbara *Shelter Plus Care* program.
8. HMIS Participation: the effectiveness of the Continuum and its capacity to plan depend greatly upon a fully functional Homeless Management Information System. Agencies are expected to participate by capturing data transmitted electronically to a server maintained by the County. In the past agencies have been informed that their continued participation in the CoC depends in part upon their involvement.
9. Concerns: the spreadsheet includes a brief narrative section as warranted. This section includes observations on program performance (as assessed by the Annual Performance Report).
10. Exits and “Stayers”: HUD evaluates program performance largely considering outcomes, or things that can be measured upon exiting the program. It also looks at who stays in programs and regards a high retention rate as a highly favorable outcome. Contrariwise, HUD considers short stays in permanent housing to be problematic. The turnover rate provides a measure of housing stability and instability.
11. Transitions to Permanent Housing: accessing permanent housing is an important goal. On a Continuum-wide basis HUD expects to see 65% of all “graduates” of transitional housing enter a form of permanent housing. The programs requesting renewal funding range from 100% (Transition House) to 43% (Hotel de Riviera).
12. Mainstream Resources: the resource tables illustrate the government programs and services that persons accessed (presumably with some form of case management assistance). The four tables are broken up in terms of Exits and Stays along one axis and Cash versus Non-Cash assistance. HUD regards an access rate of 20% to be significant. *Please note that HUD is pressing hard to have CoC’s adopt a centralized access and referral system.* It hopes to improve outcomes and obtain verifiable data.

Santa Barbara CoC, 2013

**Performance Measures**

Performance Measures								Beds / Units		# Clients			Utilization Rate	HMIS Participation	General CONCERNS and THINGS to NOTE
#	Applicant	Project Name	Type	Location	Population	Request	HUD % of Budget	Proposed	Actual #	Cost Per Bed (HUD)	Total	Chronic			
	PERMANENT HOUSING														
1	SB Co. ADMHS	Casa del Mural	PH	Santa Barbara	SMI / SA	\$ 115,315	80%	12	13	\$ 9,610	13	0	100%	12	expensive, low turnover , all residents with SSI
2	SB HCD	Clean and Sober	PH	Santa Maria	SMI / SA	\$ 19,210	76%	16	44	\$ 437	44	14	75%	16	exceedingly high turnover, operated like TH program, serves chronic population, poor enrollment in mainstream resources, 70% of all program participants exited. 35 participants (80%) left before six months.
3	SB PHA	S+C	S+C	Santa Barbara	SMI / SA	\$ 642,822	100%	56	133	\$ 4,833	133	0	72%	133	Low utilization compared with prior years, modest turnover, poor recordkeeping (much client data missing)
4	Willbridge of SB	Master Lease	PH	Santa Barbara	SMI / SA	\$ 65,429	66%	8	12	\$ 5,452	12	0	100%	no	operated like a TH program, not participating with HMIS
5	Casa de Familia		PH	Santa Maria		\$ 68,006									
TOTAL						\$ 910,782		92	202	\$ 4,509	202	14		161	
Percentage									220%						
TRANSITIONAL HOUSING															
6	DV Solutions	Second Stage	TH	Santa Barbara	DV	\$ 65,489	68%		n/a	n/a	n/a				budget cut by \$ in 2012
7	SB Community Housing Corp.	Rivera DD Program	TH	Santa Barbara		\$ 79,444	26%	30	34	\$ 1,419	56		85%	30	budget cut by \$20,000 in 2012
8	Transition House	Firehouse	TH	Santa Barbara		\$ 56,855	28%	22	22	\$ 2,584	70		86%	22	
TOTAL						\$ 201,788		52	56	\$ 3,603	126			52	
Percentage									108%						
SOCIAL SERVICES ONLY			Clients \$ per client												
9	THouse Supportive Services	Transition House	SSO	Santa Barbara	Families	\$ 62,939	28%	292	292	\$ 216	292		100%		strong performance
10	Casa Esperanza		SSO	Santa Barbara	General	\$ 143,644	75%	525	525	\$ 274	525		100%		limited HMIS
TOTAL						\$ 206,583		817	817	\$ 253	817				
Percentage															
								144*	1,075	8,365	1,145	14		213	
*This sum pertains to beds.															
HMIS															
11	HMIS					\$ 104,767									
12	HMIS Expansion					\$ 64,283									
TOTAL HMIS						\$ 169,050									
13	PLANNING GRANT					\$ 18,800									
CONTINUUM TOTAL						\$ 1,507,003									

Santa Barbara CoC, 2013		Exits (adults only)			Non-Exits			TH	
Performance Measures		a		c	b	d	e	# Accessing Perm. Hsg.	
Applicant	Project Name	Participants	Turnover Rate	# Housed >6 Mos.	Participants	# Housed >6 Mos.	# Housed <6 Mos.	% Housed 6 mos. +	# %
PERMANENT HOUSING									
SB Co. ADMHS	Casa del Mural	1	8%	1	12	12	0	100%	
SB HCD	Clean and Sober	31	70%	5	13	4	26	20%	
SB PHA	S+C	43	32%	8	89	89	17	73%	
Willbridge of SB	Master Lease	4	33%	0	8	5	3	42%	
Casa de Familia									
TOTAL		79	39%	14	122	110	46	61%	
Percentage				17.7%		90.2%	37.7%		
TRANSITIONAL HOUSING									
DV Solutions	Second Stage								
SB Community Housing Corp.	Rivera DD Program	35		26	21	11	10		15 43%
Transition House	Firehouse	48		0	22	0	22		48 100%
TOTAL		83		26	43	11	32		63 76%
Percentage									
SOCIAL SERVICES ONLY									
THouse Supportive Services	Transition House	233			59				209 90%
Casa Esperanza		495			30				114 23%
TOTAL		728			89		0		323 44%
Percentage									
		890	0	40	254	121	78	1	386 1
HMIS		Not Evaluated by HUD							
HMIS									
HMIS Expansion									
TOTAL HMIS									
PLANNING GRANT									
CONTINUUM TOTAL									

Santa Barbara CoC, 2013

**Performance Measures**

		MAINSTREAM RESOURCES FOR PERSONS WHO EXITED													
								Employment Income							
Applicant	Project Name	SSI	SSDI	Social Security	Public Assistance	TANF	SCHIP	Veterans Benefits	#	%	Unemploy Benefits	Health Care	Medicaid	Food Stamps	Other
<b>PERMANENT HOUSING</b>															
SB Co. ADMHS	Casa del Mural	1											12		13
SB HCD	Clean and Sober	5	1			1				0%	2				9
SB PHA	S+C	24	15	1					2	5%	2			1	1
Willbridge of SB	Master Lease	2							2	50%		1			
Casa de Familia															
<b>TOTAL</b>		31	16	1	0	1	0	0	4	5%	4	1	12	1	23
Percentage		39%	20%	1%	0%	1%	0%	0%	5%	5%	5%	1%	15%	1%	29%
<b>TRANSITIONAL HOUSING</b>															
DV Solutions	Second Stage														
SB Community Housing Corp.	Rivera DD Program	16	14		9				1	3%					1
Transition House	Firehouse	1				5			19	40%					3
<b>TOTAL</b>		17	14	0	9	5	0	0	20	24%	0	0	0	0	4
Percentage		20%	17%	0%	11%	6%	0%	0%	24%		0%	0%	0%	0%	5%
<b>SOCIAL SERVICES ONLY</b>															
THouse Supportive Services	Transition House	9	2	32	0	0	0	0	64	27%	3				16
Casa Esperanza		102	71		47			7	35	7%					150
<b>TOTAL</b>		111	73	32	47	0	0	7	99	14%	3				166
Percentage		14%	10%	0%	6%	0%	0%	1%	5%		0%	0%	0%	0%	21%
		18%	12%	4%	6%	1%	0%	1%	14%		1%	0%	1%	0%	22%
		159	103	33	56	6	0	7	123	0	7	1	12	1	193
HMIS		HUD Goal == 20%													
HMIS															
HMIS Expansion															
TOTAL HMIS															
<b>PLANNING GRANT</b>															
<b>CONTINUUM TOTAL</b>															

Santa Barbara CoC, 2013

**Performance Measures**

Santa Barbara CoC, 2013 Performance Measures		NON-CASH BENEFITS FOR PERSONS WHO EXITED												
		SNAP	MEDICAID	MEDICARE HI	St. Ch Health Ins.	WIC	VA Med	TANF Childcare	TANF Trans.	TANF Other	Temp. RA	Sect. 8	Other	NONE
Applicant	Project Name													
PERMANENT HOUSING														
SB Co. ADMHS	Casa del Mural		1	1								1		0
SB HCD	Clean and Sober		4	4			1						1	0
SB PHA	S+C	1										21	3	0
Willbridge of SB	Master Lease						1							4
Casa de Familia														
TOTAL		1	5	5	0	0	2	0	0	0	0	22	4	4
Percentage		1%	6%	6%	0%	0%	3%	0%	0%	0%	0%	28%	5%	5%
TRANSITIONAL HOUSING														
DV Solutions	Second Stage													
SB Community Housing Corp.	Rivera DD Program	4	0	0	0	0	0		0	0	8	26	0	
Transition House	Firehouse	25	10		15	11		2						
TOTAL		29	10	0	15	11	0	2	0	0	8	26	0	0
Percentage		35%	12%	0%	18%	13%	0%	2%	0%	0%	10%	31%	0%	0%
SOCIAL SERVICES ONLY														
THouse Supportive Services	Transition House	135	242	8	9	39	5	15		11	39	10	513	21
Casa Esperanza		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL		135	242	8	9	39	5	15		11	39	10	513	21
Percentage		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		19%	29%	1%	3%	6%	1%	2%	0%	1%	5%	7%	58%	3%
		165	257	13	24	50	7	17	0	11	47	58	517	25

HMIS

HMIS

HMIS Expansion

TOTAL HMIS

PLANNING GRANT

CONTINUUM TOTAL

Santa Barbara CoC, 2013

**Performance Measures**

		MAINSTREAM RESOURCES FOR PERSONS WHO STAYED													
									Employment Income						
Applicant	Project Name	SSI	SSDI	Social Security	Public Assistance	TANF	SCHIP	Veterans Benefits	#	%	Unemploy Benefits	Health Care	Medicaid	Food Stamps	Other (see below)
<b>PERMANENT HOUSING</b>															
SB Co. ADMHS	Casa del Mural	12		0	0	0	0	0	0	n/a	0				0
SB HCD	Clean and Sober	4	1		4				2	15%	1				
SB PHA	S+C	35	5						3	3%	1				51
Willbridge of SB	Master Lease								4	50%	1				
Casa de Familia															
<b>TOTAL</b>		51	6	0	4	0	0	0	9	7%	3	0	0	0	51
Percentage		42%	5%	0%	3%	0%	0%	0%		7%	2%	0%	0%	0%	42%
<b>TRANSITIONAL HOUSING</b>															
DV Solutions	Second Stage														
SB Community Housing Corp.	Rivera DD Program	15	3	3					4	19%					
Transition House	Firehouse					1			7	32%					
<b>TOTAL</b>		15	3	3	0	1	0	0	11	34%	0	0	0	0	0
Percentage		35%	7%	7%	0%	2%	0%	0%		0%	0%	0%	0%	0%	0%
<b>SOCIAL SERVICES ONLY</b>															
THouse Supportive Services	Transition House	2				12			13	22%	2				3
Casa Esperanza		7			3	1			14	47%	2				2
<b>TOTAL</b>		9	0	0	3	13	0	0	27	30%	4	0	0	0	5
Percentage		1%	0%	0%	0%	0%	0%	0%	30%		0%	0%	0%	0%	0%
		8%	1%	0%	1%	2%	0%	0%	5%	0%	1%	0%	0%	0%	6%
		75	9	3	7	14	0	0	47		7	0	0	0	56
<b>HMIS</b>															
HMIS															
HMIS Expansion															
<b>TOTAL HMIS</b>															
<b>PLANNING GRANT</b>															
<b>CONTINUUM TOTAL</b>															

Santa Barbara CoC, 2013

**Performance Measures**

Santa Barbara CoC, 2013 Performance Measures		NON-CASH BENEFITS FOR PERSONS WHO STAYED												
		SNAP	MEDICAID	MEDICARE E HI	St. Ch Health Ins.	WIC	VA Med	TANF Childcare	TANF Trans.	TANF Other	Temp. RA	Sect. 8	Other	NONE
Applicant	Project Name													
PERMANENT HOUSING														
SB Co. ADMHS	Casa del Mural		1	1								1		0
SB HCD	Clean and Sober		4	4			1						1	0
SB PHA	S+C	0										0	3	0
Willbridge of SB	Master Lease						1							4
Casa de Familia														
TOTAL		0	5	5	0	0	2	0	0	0	0	1	4	4
Percentage		0%	6%	6%	0%	0%	3%	0%	0%	0%	0%	1%	5%	5%
TRANSITIONAL HOUSING														
DV Solutions	Second Stage													
SB Community Housing Corp.	Rivera DD Program	4	0	0	0	0	0		0	0	8	26	0	
Transition House	Firehouse	25	10		15	11		2						
TOTAL		29	10	0	15	11	0	2	0	0	8	26	0	0
Percentage		35%	12%	0%	18%	13%	0%	2%	0%	0%	10%	31%	0%	0%
SOCIAL SERVICES ONLY														
THouse Supportive Services	Transition House	135	242	8	9	39	5	15		11	39	10	513	21
Casa Esperanza		0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL		135	242	8	9	39	5	15		11	39	10	513	21
Percentage		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		18%	29%	1%	3%	6%	1%	2%	0%	1%	5%	4%	58%	3%
		164	257	13	24	50	7	17	0	11	47	37	517	25

HMIS

HMIS

HMIS Expansion

TOTAL HMIS

PLANNING GRANT

CONTINUUM TOTAL