

## Proposed Amendments to Riverside Homelessness Action Plan

Effective measurement and monitoring of progress, outputs, and outcomes are essential for an action plan that aims to deliver consistent, reliable, and timely results for its community. The action plan should be strategic, comprehensive, and have clearly defined goals and targets. It should be accompanied by a robust assessment framework that objectively defines performance indicators for each target, specifies their rationale and measurement frequency, and identifies data sources, leaving no room for ambiguity.

To improve the effectiveness of Riverside Homelessness Action Plan (HAP) (adopted 10.11.22), an assessment framework, to be called Homelessness Action Plan- Assessment Framework (HAP-AF) has been developed. The assessment framework consists of 63 performance indicators divided across 8 sections. Each of the first six sections largely correspond to a goal in the HAP, in order. The seventh section has been introduced to embed the practices of data-driven decision making within the HAP and proposes to introduce a new goal- “Data Stewardship” in it. The eighth section has been introduced to establish and embed a baseline of demographic data related to homelessness in HAP.

The three-pronged approach adopted to develop the HAP-AF is as follows:

**Expand:** Expand the HAP by comparing it with similar action plans from other cities/counties, global homelessness preventions frameworks, case studies and best practices. “A Framework for Homelessness Prevention” by Gaetz and Dej and its updated version by Oudshoorn et al. served as the foundation of expanding the HAP.<sup>12</sup> Their Typology of Homeless Prevention is a widely accepted model for measuring and addressing homelessness.

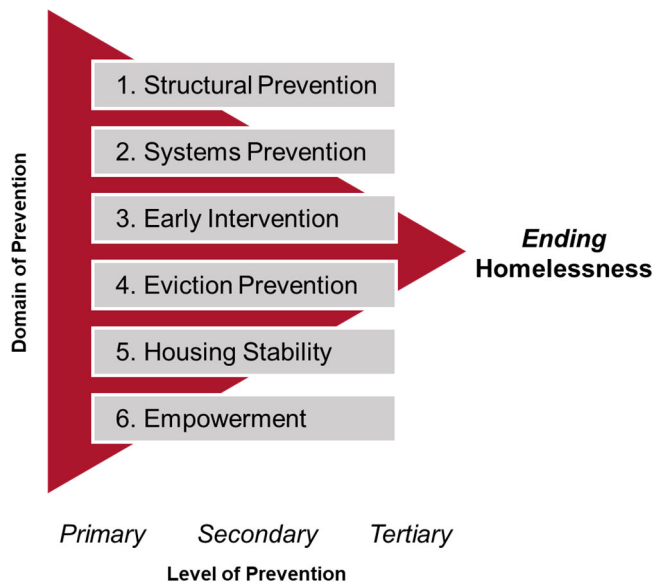


Figure 1: Updated Typology of Homelessness Prevention (modified)

<sup>1</sup> Gaetz and Dej, “A New Direction: A Framework for Homelessness Prevention.”

<sup>2</sup> Oudshoorn et al., “Evolving an Evidence-Based Model for Homelessness Prevention.”

**Enhance:** Enhance the HAP by developing objective and measurable performance indicators for each of its targets. These indicators measure the progress, outputs, or outcomes of the targets to allow for holistic decision making. Numerous cities such as Long Beach and Seattle have published assessments frameworks for their homelessness action plans and have been successful in improving their effectiveness.<sup>34</sup>

**Enable:** Enable the effective implementation of HAP by embedding the practices of data-driven governance within it. This allows for active and regular monitoring of the HAP targets, its reporting (internal and external), use of data insights for decision making, and dissemination of information to the public. These practices have been adopted from Ash Center for Democratic Governance and Innovation’s Operational Framework for Enabling Data-Driven Government.<sup>5</sup> The three core elements of this framework are-

- a. Data Governance: Policies and strategies that explain why, when, and what data should be collected, generated, and shared.
- b. Data Infrastructure: Services and operations for storing, processing, sharing, and publishing data.
- c. Data Analytics: Processes and tools for analyzing data to generate insights for decision making.

In addition, the demographic baseline is included within HAP-AF to ensure that fundamental information is available in the same location to all decision makers. However, it does not require a separate goal to be introduced in the HAP.

Table 1: Summary of Homelessness Action Plan- Assessment Framework

Riverside Homelessness Action Plan Goal	No. of Existing Targets	No. of Additional Targets Proposed	Number of Performance Indicators
1. Increase Housing Production with a Focus on Affordability	6	-2	5
2. Increase the Availability and Effectiveness of Services, with a Focus on Physical, and Mental Health Substance Use Disorder Treatment	9	3	9
3. Prevent Homelessness	6	1	6
4. Increase Availability and Effectiveness of Emergency Shelter and Reduce Vulnerability	4	2	4
5. Expand Public Awareness and Engagement	2	3	6
6. Coordinated Regional Infrastructure	3	1	4
7. Data Stewardship	N.A.	6	14

<sup>3</sup> “City of Long Beach Is All In on Addressing Homelessness: Data Dictionary.”

<sup>4</sup> Azemati and Grover-Roybal, “Shaking up the Routine: How Seattle Is Implementing Results-Driven Contracting Practices to Improve Outcomes for People Experiencing Homelessness.”

<sup>5</sup> Wiseman, “Lessons from Leading CDOs: A Framework for Better Civic Analytics.”

<u>0. Demographic Baseline</u>	N.A.	N.A.	15
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Note: Proposed additions to the Homelessness Action Plan are underlined.

To include the assessment framework and its corresponding goals, the HAP should be amended as per table 2. The complete assessment framework is provided as table 3.

Table 2: Updated list of Goals and Targets of Homelessness Action Plan with proposed amendments

Riverside Homelessness Action Plan Goal	Target
<b>1. Increase Housing Production with a Focus on Affordability</b>	Ensure 90% of expiring affordable housing covenants are maintained
	5% increase in affordable housing units inventory
	550 market rate and affordable housing units built annually
	55 for-sale market rate and affordable housing units built annually
	5% increase in number of sites developed from 2018 Housing First Plan
	Carry out the development of 689 affordable housing units in the pipeline for development
<b>2. Increase the Availability and Effectiveness of Services, with a Focus on Physical, and Mental Health Substance Use Disorder Treatment</b>	Increase number of social work interns by 15% annually
	Increase in skills to reduce re-traumatized/confidence/job satisfaction among the Public Safety and Engagement Team, Parks and Neighborhood Specialist Team and Outreach Workers by 45% annually
	Refer 96 individuals to "physical and behavioral health" resources annually
	Decrease homelessness amongst "chronically homeless" by 5% annually
	Decrease homelessness amongst those struggling with substance abuse by 5% annually
	Increase the number of people who accept services from the Public Safety and Engagement Team and the street nurse by 25% annually
	Increase the number of people who are successfully placed from street outreach by 25% annually
	Refer 15 individuals annually to the Home Court Program annually
Care Court implementation by October 1, 2023	

	<p><u>Reduce time span of service delivery at every stage</u></p> <p><u>Optimize cost of services to improve effectiveness and access wider population</u></p> <p><u>Provide safe environment for on-ground support workers and people experiencing homelessness</u></p>
<p><b>3. Prevent Homelessness</b></p>	<p>84% rental assistance programs retention rate annually</p> <p>15% increase in unduplicated number of households assisted through rental assistance</p> <p>Refer 75 households annually to an employment assistance program</p> <p>5% annual decrease in homelessness amongst those who are justice involve</p> <p>5% annual increase of seniors assisted through the Office of Homeless solutions referred to Riverside County In-Home Supportive Services (IHSS)</p> <p>Enroll six individuals through the Shared Housing Program annually</p> <p><u>Increase success rate of successful diversions to prevent homelessness</u></p>
<p><b>4. Increase Availability and Effectiveness of Emergency Shelter and Reduce Vulnerability</b></p>	<p>Increase the number of emergency shelter beds by 25% in 2023</p> <p>Increase the number of people exiting from emergency shelter to housing by 10% annually</p> <p>Decrease the number of unsheltered people by 10% annually</p> <p>Increase the number of people accepting shelter from the Public Safety and Engagement Team and Outreach teams by 25% annually</p> <p><u>Optimize length of stay and number of shelter locations to serve more population</u></p> <p><u>Implement Anti-Camping Ordinance to mitigate risks for people experiencing homelessness and general public</u></p>
<p><b>5. Expand Public Awareness and Engagement</b></p>	<p>Annual increase of 311 calls related to homeless activities by 25%, decreasing emergency 911 calls related to homelessness</p> <p>50% increase in traffic to the Office of Homeless Solutions web page annually</p> <p><u>Encourage participation of people with lived experiences to contribute to planning and policy making</u></p>

	<p><u>Increase information dissemination by leveraging all forms of communication to reach every section of community</u></p>
	<p><u>Encourage feedback from community for present and future interventions</u></p>
<p><b>6. Coordinated Regional Infrastructure</b></p>	<p>Maintain 50 Cold Weather Shelter Program beds annually</p>
	<p>Attend 25 Continuum of Care and committee meetings annually and advocate for the increase of shelter beds, mental health programs, and affordable housing based on a gap analysis</p>
	<p>Increase number of emergency shelter beds throughout Riverside County by 10% by 2024</p>
	<p><u>Mitigate uncertainty of funding to ensure sustainability of programs and services</u></p>
<p><b><u>7. Data Stewardship</u></b></p>	<p><u>Maintain 100% completeness demographic baseline of homelessness</u></p>
	<p><u>Maintain 100% completeness of assessment framework to ensure sound planning and policy making</u></p>
	<p><u>Create and maintain digital infrastructure to enable data-driven decision making</u></p>
	<p><u>Mainstream data-driven decision-making practices for routine operations and longer-term planning</u></p>
	<p><u>Deploy emerging technologies to improve decision making</u></p>
	<p><u>Deploy digital tools for smooth and accessible engagement</u></p>

Note: Proposed additions to the Homelessness Action Plan are underlined.

Target Added

Target Removed

## Riverside Homelessness Action Plan- Assessment Framework

Table 3: Proposed Assessment Framework

Proposed additions to the Homelessness Action Plan (HAP) are underlined.

HAP Goal (existing)	Indicat or No.	Performance Indicator	Level of Prevention	Domain of Prevention	Corresponding HAP Target no. or New Target description	Description	Rationale	Calculation Method/Formula	Data Source Department	Frequency	Target (TBD by OHS)	Notes
1. Increase Housing Production with a Focus on Affordability	1.01	Affordable housing covenants	Primary	Eviction Prevention	1.1	Percentage of affordable housing covenants were set to expire but are maintained in the <b>Assessment Period (AP)</b>	Affordable housing covenants, that are set to expire in the assessment year, should be maintained/renewed to prevent eviction of tenant.	(# of affordable housing covenants that were set to expire but maintained in AP / Total # of affordable housing covenants that were set to expire in AP)*100	OHS; Housing Authority; Service providers	Yearly		HAP target- Ensure 90% of expiring affordable housing covenants are maintained
	1.02	Affordable housing inventory over time	Primary	Structural Prevention	1.2	Relative change in affordable housing units inventory	Adequate number of affordable housing units (rental or for-sale) should be available in the market at any given time.	(# of affordable housing units in the inventory in AP / # of affordable housing units in the inventory in previous AP - 1)*100	Housing Authority	Yearly		HAP target- 5% increase in affordable housing units inventory
	1.03	Affordable housing demand-supply gap- rental	Primary	Structural Prevention	1.3	Difference in demand and supply of affordable housing units for rent	The demand-supply gap for rental affordable housing should be reduced to provide adequate options for anyone looking to rent an house.	# of rental affordable housing units required to be built in AP - # of rental affordable housing units built in AP	Housing Authority	Yearly		HAP target- 550 market rate and affordable housing units built annually
	1.04	Affordable housing demand-supply gap- for sale	Primary	Structural Prevention	1.3	Difference in demand and supply of affordable housing units for sale	The demand-supply gap for rental affordable housing should be reduced to provide adequate options for anyone looking to buy a house.	# of for-sale affordable housing units required to be built in AP - # of for-sale affordable housing units built in AP	Housing Authority	Yearly		HAP target- 550 market rate and affordable housing units built annually
	1.05	Housing First sites	Secondary	Housing Stability	1.5	Relative change in Housing First sites	Housing First strategy is essential to promote a low-barrier-to-entry approach for individuals who are already experiencing homelessness.	(# of Housing First sites developed in AP / # of Housing First Sites developed in previous AP - 1)*100	Housing Authority	Yearly		HAP target- 5% increase in number of sites developed from 2018 Housing First Plan
2. Increase the Availability and Effectiveness of Services, with a	2.01	Availability of social work interns	Secondary	Early Intervention	2.1	Relative change in the number of social work interns	Social workers are a keystone in the support system of a city to address homelessness.	(# of social work interns available in the AP / # of social work interns available in previous AP - 1)*100	OHS; Human Resources	Yearly		HAP target- Increase number of social work interns by 15% annually

HAP Goal (existing)	Indicator No.	Performance Indicator	Level of Prevention	Domain of Prevention	Corresponding HAP Target no. or New Target description	Description	Rationale	Calculation Method/Formula	Data Source Department	Frequency	Target (TBD by OHS)	Notes
Focus on Physical, and Mental Health Substance Use Disorder Treatment	2.02	Skill development of support teams	Primary	Structural Prevention	2.2	Relative change in the number of skill development activities organized for PSET, Parks and Neighborhood Specialist Team and Outreach Workers	Regular skill development of every staff member supporting homelessness services and programs is required for improving efficiency, communication, and smooth adoption of best practices.	(# of skill development activities organized for PSET, Parks and Neighborhood Specialist Team and Outreach Workers in the AP / # of skill development activities organized for PSET, Parks and Neighborhood Specialist Team and Outreach Workers in previous AP - 1)*100	OHS; Human Resources	Yearly		HAP target- Increase in skills to reduce re-traumatized/confidence/job satisfaction among the Public Safety and Engagement Team, Parks and Neighborhood Specialist Team and Outreach Workers by 45% annually
	2.03	Healthcare service delivery	Tertiary	Housing Stability	2.3	Relative change in number of people experiencing homeless that were referred to 'physical and behavioral health' resources	People experiencing homelessness are often in the urgent need of health care services. Therefore, referrals to physical and behavioral health care should be prioritized.	(# of people experiencing homelessness referred to 'physical and behavioral health' resources in the AP / # of people experiencing homelessness referred to 'physical and behavioral health' resources in previous AP - 1)*100	OHS	Monthly		HAP target- Refer 96 individuals to "physical and behavioral health" resources annually
	2.04	Acceptance of services from PSET and street nurse	Tertiary	Early Intervention	2.6	Relative change in the number of people experiencing homelessness that accept services from PSET and street nurse	Measuring the number of people accepting services from PSET and street nurses allows to determine the effective of service delivery.	(# of people experiencing homelessness who accepted services from PSET or street nurse in the AP / # of people experiencing homelessness who accepted services from PSET or street nurse in previous AP - 1)*100	PSET; Street Nurse	Monthly		HAP target- Increase the number of people who accept services from the Public Safety and Engagement Team and the street nurse by 25% annually
	2.05	Effectiveness of street outreach	Tertiary	Early Intervention	2.7	Relative change in the number of people experiencing homelessness that were placed from street outreach	Measuring the number of people experiencing homelessness who are placed from street outreach is required to determine its effectiveness.	(# of people experiencing homelessness who were placed from street outreach in the AP / # of people experiencing homelessness who were placed from street outreach in previous AP - 1)*100	OHS	Monthly		HAP target- Increase the number of people who are successfully placed from street outreach by 25% annually
	2.06	Referral to Home Court Program	Tertiary	Housing Stability	2.8	Relative change in the number of people referred to Home Court Program	Home Court care referrals are necessary to identify magnitude of future risk from housing instability.	(# of people referred to Home Court Program in the AP / # of people referred to Home Court Program in previous AP - 1)*100	OHS	Monthly		HAP target- Refer 15 individuals annually to the Home Court Program annually
	2.07	Timeliness of service delivery	Secondary	Early Intervention		<u>Reduce time span of service delivery at every stage</u> Average number of days between- coordinated entry and assessment, assessment and referral, referral and placement	Monitoring average time of support at different stages of service delivery is critical for the effectiveness and success of coordinated entry system.	Average # of days between coordinated entry and assessment  Average # of days between assessment and referral  Average # of days between referral and placement	CES	Monthly		Harvard Kennedy School Government Performance Lab. "Outcome and Process Metrics Recommendations Developed for Seattle's Homeless Services Contracts."

HAP Goal (existing)	Indicator or No.	Performance Indicator	Level of Prevention	Domain of Prevention	Corresponding HAP Target no. or New Target description	Description	Rationale	Calculation Method/Formula	Data Source Department	Frequency	Target (TBD by OHS)	Notes
	2.08	Cost-effectiveness	Secondary	Systems Prevention	<u>Optimize cost of services to improve effectiveness and access wider population</u>	Per capita cost of each service and assistance program	Cost of each service and assistance program should be optimized for sound budget planning.	Individual cost of each service provided in the AP / No. of individuals served in that AP	OHS; Housing Authority; Finance	Quarterly		Harvard Kennedy School Government Performance Lab. "Outcome and Process Metrics Recommendations Developed for Seattle's Homeless Services Contracts."
	2.09	Safety at service locations	Secondary	Systems Prevention	<u>Provide safe environment for on-ground support workers and people experiencing homelessness</u>	Number of criminal incidents at service locations	Safe environment at service locations is essential for on-ground workers to comfortably provide assistance to people experiencing homelessness.	Total # of incidents of vandalism, theft, robbery, burglary, or any other criminal offence at the service locations in the AP	RPD	Monthly		Need for safety at service locations was identified during stakeholder interviews.
3. Prevent Homelessness	3.01	Retention of rental assistance	Secondary	Eviction Prevention	3.1	Rate of retaining rental assistance programs	Rental assistance is fundamental to enable eligible households to take care of their basic needs and prevent them from entering homelessness.	(# of households that retained their rental assistance in the AP / # of households that received rental assistance in the previous AP)*100	Housing Authority	Monthly		HAP target- 84% rental assistance programs retention rate annually
	3.02	New households served	Secondary	Eviction Prevention	3.2	Relative increase in number of households assisted through rental assistance for the first time	Rental assistance is fundamental to enable eligible households to take care of their basic needs and prevent them from entering homelessness.	(# of households that received rental assistance for the first time in the AP / # of households that received rental assistance for the first time in previous AP - 1)*100	Housing Authority	Monthly		HAP target- 15% increase in unduplicated number of households assisted through rental assistance
	3.03	Referral to employment assistance	Secondary	Housing Stability	3.3	Relative change in number of people referred to employment assistance programs	Employment assistance to eligible population is required to support their livelihood and prevent homelessness.	(# of people referred to employment assistance programs in the AP / # of people referred to employment assistance programs in previous AP - 1)*100	OHS; Community and Economic Development	Monthly		HAP target- Refer 75 households annually to an employment assistance program
	3.04	Referral to Riverside County In-Home Supportive Services (IHSS) for seniors	Secondary	Eviction Prevention	3.5	Relative change in the number of seniors referred to Riverside County IHSS through OHS	Seniors are at higher risk of entering homelessness and therefore, need to be prioritized in assistance programs.	(# of seniors referred to Riverside County IHSS through OHS in the AP / # of seniors referred to Riverside County IHSS through OHS in previous AP -1)*100	OHS; Riverside County	Monthly		HAP target- 5% annual increase of seniors assisted through the Office of Homeless solutions referred to Riverside County In-Home Supportive Services (IHSS)
	3.05	Enrolment in shared housing program	Secondary	Eviction Prevention	3.6	Relative change in number of individuals enrolled through shared housing program	Shared housing programs are highly supportive for people with low-income.	(# of individuals enrolled through shared housing program in the AP / # of individuals enrolled through shared housing program in previous AP - 1)*100	Housing Authority	Monthly		HAP target- Enroll six individuals through the Shared Housing Program annually



HAP Goal (existing)	Indicat or No.	Performance Indicator	Level of Prevention	Domain of Prevention	Corresponding HAP Target no. or New Target description	Description	Rationale	Calculation Method/Formula	Data Source Department	Frequency	Target (TBD by OHS)	Notes
	3.06	Successful homelessness diversion	Secondary	Eviction Prevention	<u>Increase success rate of successful diversions to prevent homelessness</u>	Percentage of households who received assistance and support services and successfully diverted from homelessness	Diverting homelessness is one of the fundamental strategies of preventing homelessness and has long-lasting impact.	(# of households who received assistance or support services and successfully diverted from homelessness in the AP / Total # of households who received assistance or support services and successfully diverted from homelessness in the AP)*100	HMIS; Service providers	Monthly		Harvard Kennedy School Government Performance Lab. "Outcome and Process Metrics Recommendations Developed for Seattle's Homeless Services Contracts."
4. Increase Availability and Effectiveness of Emergency Shelter and Reduce Vulnerability	4.01	Availability of emergency shelter	Secondary	Early Intervention	4.1	Relative change in the number of emergency shelter	Emergency shelters are the backbone of early intervention and provide quick support to people in urgent need.	(# of emergency shelters available in the AP / # of emergency shelters available in previous AP - 1)*100	HMIS; Service providers	Monthly		HAP target- Increase the number of emergency shelter beds by 25% in 2023
	4.02	Acceptance of emergency shelter	Secondary	Early Intervention	4.4	Relative change in the number of people experiencing homelessness who accepted shelter from PSET and outreach team	Measuring number of people experiencing homelessness and accepting shelter from PSET and outreach team helps identify their effectiveness.	(# of people experiencing homelessness who accepted shelter from PSET or outreach team in the AP / # of people experiencing homelessness who accepted shelter from PSET or outreach team in previous AP - 1)*100	PSET; OHS	Monthly		HAP target- Increase the number of people accepting shelter from the Public Safety and Engagement Team and Outreach teams by 25% annually
	4.03	Length of stay	Secondary	Systems Prevention	<u>Optimize length of stay and number of shelter locations to serve more population</u>	Average and median length of stay in shelter	The length of stay at shelters should be optimized to serve more number of people experiencing homelessness.	Average length of stay (days) in emergency shelter Median length of stay (days) in emergency shelter	HMIS; Service providers	Monthly		San Diego Housing Commission. "Homeless Service and Programs Dashboard."  Harvard Kennedy School Government Performance Lab. "Outcome and Process Metrics Recommendations Developed for Seattle's Homeless Services Contracts."
	4.04	Removal of encampments	Secondary	Early Intervention	<u>Implement Anti-Camping Ordinance to mitigate risks for people experiencing homelessness and general public</u>	Percentage of encampments removed	Removing encampments is essential to ensure safe environment and mitigate risks for people experiencing homelessness as well as general public	(# of encampments removed during the AP / Total # of encampments identified and notified in the AP)*100	PSET; Fire Department	Monthly		Need for actively measuring the implementation of anti-camping ordinance was identified during stakeholder interviews.

HAP Goal (existing)	Indicator or No.	Performance Indicator	Level of Prevention	Domain of Prevention	Corresponding HAP Target no. or New Target description	Description	Rationale	Calculation Method/Formula	Data Source Department	Frequency	Target (TBD by OHS)	Notes
<b>5. Expand Public Awareness and Engagement</b>	5.01	Utilization of 311	Secondary	Systems Prevention	5.1	Relative change in number of calls related to homeless activities on 311	People should be encouraged to report homelessness related issues on 311.	(# of homelessness related calls received at 311 in the AP / # of homelessness related calls received at 311 in previous AP - 1)*100	311	Monthly		HAP target- Annual increase of 311 calls related to homeless activities by 25%, decreasing emergency 911 calls related to homelessness
	5.02	Utilization of 911	Secondary	Systems Prevention	5.1	Relative change in number of calls related to homeless activities on 911	People should be discouraged to report non-emergency homelessness related issues on 911.	(# of homelessness related calls received by 911 in the AP / # of homelessness related calls received by 911 in previous AP - 1)*100	911	Monthly		HAP target- Annual increase of 311 calls related to homeless activities by 25%, decreasing emergency 911 calls related to homelessness
	5.03	First Voice in community and stakeholder meetings	Tertiary	Empowerment	<u>Encourage participation of people with lived experiences to contribute to planning and policy making</u>	Number of community and stakeholder meetings that included First Voice	People having lived experiences should have a first say in planning and policy making activities related to homelessness.	(# of community or stakeholder meetings conducted in the AP that included someone with lived experiences of homelessness to share their 'First Voice'	OHS	Monthly		Gaetz and Dej, "A New Direction: A Framework for Homelessness Prevention."
	5.04	Information dissemination to community and stakeholders	Primary	Empowerment	<u>Increase information dissemination by leveraging all forms of communication to reach every section of community</u>	Number and volume of communication tools used to disseminate information to the community and stakeholders- newsletters, social media posts, press reporting, flyers on digital notice boards, flyers on physical notice boards, others.	All forms of communications should be leveraged to reach every section of community to disseminate information and build public trust.	# of homeless activities related newsletters sent by email to community and stakeholders in the AP  # of homeless activities related social media posts shared with community and stakeholders in the AP  # of homeless activities related news reporting covered by the press in the AP  # of homeless activities related flyers published on digital notice boards (including website) in the AP  # of homeless activities related flyers printed and posted on physical notice boards across the city in the AP	Office of Communications; Public Information Officers	Monthly		Need for actively measuring the usage and reach of various modes of communication was identified during stakeholder interviews.

HAP Goal (existing)	Indicator No.	Performance Indicator	Level of Prevention	Domain of Prevention	Corresponding HAP Target no. or New Target description	Description	Rationale	Calculation Method/Formula	Data Source Department	Frequency	Target (TBD by OHS)	Notes
	5.05	Footfall on OHS website	Primary	Empowerment	5.2	Relative change in the footfall on OHS website	People should be encouraged to visit OHS website for getting up-to-date information related to city's efforts in addressing homelessness.	(# of visitors on the OHS website in the AP / # of visitors on the OHS website in previous AP - 1)*100	Office of Communications	Monthly		HAP target- 50% increase in traffic to the Office of Homeless Solutions web page annually.
	5.06	Feedback from community and stakeholders	Tertiary	Empowerment		Number of feedback comments received from community	Providing a dedicated space for community to provide feedback is essential to hear their voices and build public trust.	# of feedback comments from community received on the dedicated feedback page of OHS in the AP	OHS	Monthly		Need for actively measuring community feedback was identified during stakeholder interviews.
6. Coordinated Regional Infrastructure	6.01	Cold weather shelter beds	Secondary	Early Intervention	6.1	Number of cold weather shelter beds	Number of cold weather shelter beds should correspond to the demand to avoid weather-related risks for people experiencing homelessness.	# of cold weather shelter beds maintained in the AP	OHS	Yearly		HAP target- Maintain 50 Cold Weather Shelter Program beds annually.
	6.02	Advocacy and support building	Primary	Structural Prevention	6.2	Number of Continuum of Care meetings attended by the city staff	Active participation in Continuum of Care meetings is essential to engage a wider spectrum of stakeholders and partners.	# of Continuum of Care meetings attended by the city staff in the AP	Housing Authority	Yearly		HAP target- Attend 25 Continuum of Care and committee meetings annually and advocate for the increase of shelter beds, mental health programs, and affordable housing based on a gap analysis.
	6.03	County-wide shelter beds	Secondary	Early Intervention	6.3	Relative change in number of emergency shelter beds across the county	Increase in emergency shelters across the county allows people experiencing homelessness to access more resources, beyond the jurisdiction of city.	(# of emergency shelter beds available in the county in the AP / # of emergency shelter beds available in the county in previous AP - 1)*100	Housing Authority	Yearly		HAP target- Increase number of emergency shelter beds throughout Riverside County by 10% by 2024.
	6.04	Sustainability of funding	Secondary	Systems Prevention		Percentage of funding amount that will be renewed in the upcoming AP	Identifying renewal of funding sources helps in mitigating uncertainty in funding for the future activities and builds resilience.	(Total amount of funding that will be renewed in the upcoming AP / Total amount of funding in the current AP - 1)*100	OHS; Housing Authority; Finance	Quarterly		Need for measuring the uncertainty of funding was identified during stakeholder interviews.
	7.01	Completeness of demographic baseline	Primary	Structural Prevention		Percentage of demographic baseline indicators for which data were updated in the AP	Completeness of demographic baseline data serves as the foundation to the HAP, and allows interventions to respond to the size and nature of the problem proactively.	(# of demographic baseline indicators for which data were updated in the AP / Total # of demographic baseline indicators)*100	Chief Data Officer	Monthly		Smart Cities Mission, Ministry of Housing and Urban Affairs, Government of India. "Data Maturity Assessment Framework."  "What Works Cities Certification: Assessment."

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	7.02	Completeness of Homelessness Action Plan indicators	Primary	Systems Prevention	<u>Maintain 100% completeness of assessment framework to ensure sound planning and policy making</u>	Percentage of Plan indicators for which data were updated in the AP	Completeness of HAP indicators demonstrates the commitment to targets and thorough monitoring and evaluation.	(# of HAP indicators for which data were updated in the AP / Total # of HAP indicators)*100	<u>Chief Data Officer</u>	Monthly		This indicator can be further split for each goal for close monitoring. Smart Cities Mission, Ministry of Housing and Urban Affairs, Government of India. "Data Maturity Assessment Framework." "What Works Cities Certification: Assessment."
	7.03	Common data repository	Primary	Systems Prevention		Percentage of homelessness related datasets stored in common data repository	A common data repository (such as data warehouse and data lake) is a key for standardized and high-quality data.	(# of datasets related to homeless activities stored in common data repository in the AP / Total # of datasets related to homeless activities stored in the AP - 1)*100	<u>Chief Data Officer</u>	Monthly		Smart Cities Mission, Ministry of Housing and Urban Affairs, Government of India. "Data Maturity Assessment Framework."
	7.04	Data sharing with external stakeholders	Primary	Systems Prevention	<u>Create and maintain digital infrastructure to enable data-driven decision making</u>	Average number of datasets shared for each category of external stakeholders who provide homeless support- non-profits, faith-based institutions, academic institutions, local business	External stakeholders independently store high-quality data that may be valuable for decision making.	# of datasets shared by non-profits in the AP / count of non-profits during the AP  # of datasets shared by faith-based institutions in the AP / count of faith-based institutions during the AP  # of datasets shared by academic institutions in the AP / count of academic institutions during the AP  # of datasets shared by local businesses in the AP / count of local businesses during the AP	<u>Chief Data Officer</u>	Monthly		Requires data sharing agreement with external stakeholders. Stakeholders involved in any homeless related activity should only be considered. Smart Cities Mission, Ministry of Housing and Urban Affairs, Government of India. "Data Maturity Assessment Framework." "What Works Cities Certification: Assessment."
	7.05	Open data	Primary	Empowerment		Number of homeless related open data sets available via OHS website	availability of open data via the OHS website is key to invite public to engage with data and support city with their capacity.	# of homeless related open datasets available to public via OHS website in the AP	<u>Chief Data Officer</u>	Monthly		"What Works Cities Certification: Assessment."
	7.1	Data relevance	Primary	Systems Prevention		Number of times data is updated on dashboards- internal, public facing	Up to date data is essential for effective decision making and public trust.	# of times data is updated on the public facing dashboard in the AP	<u>Chief Data Officer</u>	Monthly		Smart Cities Mission, Ministry of Housing and Urban Affairs, Government of India. "Data Maturity Assessment Framework." "What Works Cities Certification: Assessment."

HAP Goal (existing)	Indicator or No.	Performance Indicator	Level of Prevention	Domain of Prevention	Corresponding HAP Target no. or New Target description	Description	Rationale	Calculation Method/Formula	Data Source Department	Frequency	Target (TBD by OHS)	Notes
	7.06	Data downloads	Primary	Empowerment		Number of data downloads from the public facing dashboards	Downloads of publicly available data should be encouraged for open innovation and decentralized capacity.	# of data downloads of open data in the AP	Chief Data Officer	Monthly		Smart Cities Mission, Ministry of Housing and Urban Affairs, Government of India. "Data Maturity Assessment Framework."  "What Works Cities Certification: Assessment."
	7.07	Data for storytelling	Primary	Empowerment		Number of data stories published on OHS website	Use of data insights and visualizations should be encouraged for storytelling on OHS website	# of new data stories published on OHS website in the AP	Office of Communications	Monthly		Smart Cities Mission, Ministry of Housing and Urban Affairs, Government of India. "Data Maturity Assessment Framework."  "What Works Cities Certification: Assessment."
	7.08	Data-driven decision making	Primary	Systems Prevention		<u>Mainstream data-driven decision making practices for routine operations and longer-term planning</u>	Number of city staff meetings and workshops that utilize data insights for strategic thinking and decision making	City staff should actively utilize data analysis and visualizations during their meetings and workshops for identifying red flags, anticipate future risks, and approach to targets.	# of meetings or workshops conducted by city staff in the AP where data analysis and visualizations are used for discussion, brainstorming, strategic thinking and decision making	OHS	Monthly	
	7.09	Data reporting	Primary	Systems Prevention	Number of times reports are generated from data dashboard for use by city staff		City staff should be encouraged to utilize data insights and reports from data dashboards to inform their routine operations and longer-term planning.	# of reports that are generated by city staff from the internal dashboard in the AP	Chief Data Officer	Monthly		Internal dashboard will contain the data for all indicators in this assessment framework.  "What Works Cities Certification: Assessment."
	7.11	Geo-spatial data	Primary	Systems Prevention	<u>Deploy emerging technologies to improve decision making</u>		Number of geospatial data visualizations published on dashboards- internal, public facing	Geospatial data and GIS analytics is a major value addition for deriving localized insights from data.	# of geospatial visualizations published on internal dashboards in the AP  # of geospatial visualizations published on public facing dashboards in the AP	Chief Data Officer; Office of Communications	Monthly	
	7.12	Predictive analysis	Primary	Structural Prevention		Number of predictive analytics techniques used	Predictive analytics is essential for risk modelling that allows identification of at-risk population and their level of vulnerability for proactive planning and preventing homelessness.	# of predictive analytics techniques or tools (such as VI-SPDAT) used in the AP	Chief Data Officer	Monthly		Mahesh Kelkar et al., "Addressing Homelessness with Data Analytics." "What Works Cities Certification: Assessment."

HAP Goal (existing)	Indicat or No.	Performance Indicator	Level of Prevention	Domain of Prevention	Corresponding HAP Target no. or New Target description	Description	Rationale	Calculation Method/Formula	Data Source Department	Frequency	Target (TBD by OHS)	Notes
	7.13	Enabling peer-to-peer support	Secondary	Early Intervention	<u>Deploy digital tools for smooth and accessible engagement</u>	Number of peer support requests- raised and addressed	Peer-to-peer support enables the wider support ecosystem, including community members, to identify people in need and provide timely help when needed.	# of support requests raised on the peer-to-peer platform in the AP  # of support requests addressed by peers and marked closed in the peer-to-peer platform in the AP	Chief Data Officer	Monthly		This requires city to create a peer-to-peer platform (website or mobile app) to connect community resources with those in need.  Mahesh Kelkar et al., "Addressing Homelessness with Data Analytics."
	7.14	Digital tools for on-ground support workers	Secondary	Early Intervention		Percentage of on-ground support workers equipped with digital tools	Digital tools are essential for timely collection of high-quality and standardized data, thereby expediting problem solving and decision making.	(# of on-ground support workers equipped with digital tools for capturing homeless activities related data in the AP / Total # of on-ground support workers involved in homeless activities - 1)*100	Chief Data Officer; OHS	Monthly		This requires deployment of new digital tools (such as mobile devices with data collection/reporting applications) by the city.  Mahesh Kelkar et al., "Addressing Homelessness with Data Analytics."

**Demographic Baseline**

The demographic baseline captures the magnitude and nature of the homelessness situation in the city. It is embedded within the proposed assessment framework and therefore, the Homelessness Action Plan, to serve as a common baseline for all stakeholders and policy actors involved with addressing homelessness. However, a new goal for it is not being proposed in the HAP. Rather the status of its completeness will be captured in the proposed Goal 7, target 01.

Indicator No.	Performance Indicator	Level of Prevention	Domain of Prevention	Corresponding HAP Target no. or New Target description	Description	Rationale	Calculation Method/Formula	Data Source Department	Frequency	Target (TBD by OHS)	Notes
0.01	People experiencing homelessness	Secondary	Early Intervention	<u>Establish complete and reliable demographic baseline*</u>	Number of people experiencing homelessness in the assessment month (AP)- already homeless, first-time, returning to homelessness, total	Measuring the number of people experiencing homelessness at any given time is imperative to proactive planning.	# of people who were already experiencing homelessness before the AP  # of people who entered homelessness for the first-time during the AP  # of people who returned to homelessness in the AP  Total of above categories	OHS	Monthly		Bethany Snyder, "Yes, There's a Better Way to Measure Homelessness than the Annual Point-in-Time Count." County of Los Angeles- Homeless Initiative. "Functional Zero."

0.02	People exiting homelessness	Secondary	Early Intervention	4.2; Establish complete and reliable demographic baseline*	Number of people who were active homeless but exited during the AP- exited to transitional housing, permanent housing, reunified with family, left the city, deceased or disappeared, total	Measuring the number of people exiting homelessness at any given time is equally essential to accurately measure the number of people experiencing active homelessness.	<p># of people experiencing active homelessness who exited to transitional housing in the AP</p> <p># of people experiencing active homelessness who exited to permanent housing in the AP</p> <p># of people experiencing active homelessness who were reunified with their family in the AP</p> <p># of people experiencing homelessness who left the city in the AP</p> <p># of people experiencing homelessness who were deceased or disappeared from in the AP</p> <p>Total of above categories</p>	OHS	Monthly	<p>HAP target- Increase the number of people exiting from emergency shelter to housing by 10% annually.</p> <p>Community Solutions. "Functional Zero: A Definition for Ending Homelessness for a Population."</p>
0.03	Functional Zero	Secondary	Early Intervention	4.3; Establish complete and reliable demographic baseline*	Difference in the number of people experiencing active homelessness and the number of people exiting homelessness to get into stable permanent housing	Functional Zero is a dynamic milestone that describes the capacity of city to tackle active homelessness at any given time and ensure positive outcomes.	# of people experiencing active homelessness in AP - # of people exiting active homelessness to get into stable permanent housing	OHS	Monthly	<p>HAP target- Decrease the number of unsheltered people by 10% annually</p> <p>Community Solutions. "Functional Zero: A Definition for Ending Homelessness for a Population."</p>
0.04	Chronic homelessness	Secondary	Early Intervention	2.4; Establish complete and reliable demographic baseline*	Relative change in number of people experiencing chronic homelessness	Chronic homelessness (as defined by HUD) should be prioritized to determine people at imminent risk.	(# of people experiencing chronic homelessness in AP / # of people experiencing chronic homelessness in previous AP -1)*100	OHS	Monthly	<p>HAP target- Decrease homelessness amongst "chronically homeless" by 5% annually</p> <p>"City of Long Beach Is All In on Addressing Homelessness: Data Dictionary."</p> <p>HUD Exchange. "Definition of Chronic Homelessness."</p>
0.05	Homelessness and substance abuse	Secondary	Early Intervention	2.5; Establish complete and reliable demographic baseline*	Relative change in the number of people experiencing homelessness and substance abuse	Substance abuse and homelessness are highly correlated and therefore, need to be identified on priority basis.	(# of people experiencing homelessness and substance abuse in AP / # of people experiencing chronic homelessness and substance abuse in previous AP -1)*100	OHS	Monthly	<p>HAP target- Decrease homelessness amongst those struggling with substance abuse by 5% annually</p>
0.06	Incidence of homelessness- eviction from permanent housing	Secondary	Systems Prevention	Establish complete and reliable demographic baseline*	Rate of people entering homelessness directly after getting evicted from housing	Incidence of homelessness from eviction from permanent housing	(# of people who entered homelessness directly after eviction / # of people evicted from housing in AP)*100	OHS	Monthly	<p>Gaetz and Dej, "A New Direction: A Framework for Homelessness Prevention." Margot Kushel et al., "Toward a New Understanding: The California Statewide Study of People</p>

										Experiencing Homelessness.”
0.07	Incidence of homelessness-discharge from mental health care	Secondary	Systems Prevention		Rate of people entering homelessness directly after discharge from mental health care	Incidence of homelessness from discharge from mental health care should be minimized by facilitating effective transitions in coordination with the public institutions.	(# of people who entered homelessness directly after discharge from mental health care / # of people discharged from mental health care in AP)*100	OHS	Monthly	Gaetz and Dej, “A New Direction: A Framework for Homelessness Prevention.”  Margot Kushel et al., “Toward a New Understanding: The California Statewide Study of People Experiencing Homelessness.”
0.08	Incidence of homelessness-foster care	Secondary	Systems Prevention		Rate of people entering homelessness directly after discharge from foster care	Incidence of homelessness from discharge from foster care should be minimized to reduce youth homelessness.	(# of people who entered homelessness directly after discharge from foster care / # of people discharged from foster care in AP)*100	OHS	Monthly	Gaetz and Dej, “A New Direction: A Framework for Homelessness Prevention.”  Margot Kushel et al., “Toward a New Understanding: The California Statewide Study of People Experiencing Homelessness.”
0.09	Incidence of homelessness-prison	Secondary	Systems Prevention	3.4; Establish complete and reliable demographic baseline*	Rate of people entering homelessness directly after discharge from jail or prison	Incidence of homelessness from discharge from jail or prison should be minimized by coordinating with justice authorities for effective transitions.	(# of people who entered homelessness directly after discharge from prison / # of people discharged from prison in AP)*100	OHS	Monthly	Gaetz and Dej, “A New Direction: A Framework for Homelessness Prevention.”  Margot Kushel et al., “Toward a New Understanding: The California Statewide Study of People Experiencing Homelessness.”
0.10	Incidence of homelessness-return from transitional housing	Secondary	Systems Prevention	<u>Establish complete and reliable demographic baseline*</u>	Rate of people returning to homelessness within 6 months of exiting transitional housing	Return to homelessness from transitional housing should be avoided by enhancing support services.	(# of people who returned to homelessness in the AP within 6 months of exiting transitional housing / Total # of people who exited transitional housing in last 6 months)*100	OHS	Monthly	This indicator can also be replicated to measure rate of incidence from last 12 months. Azemati and Grover-Roybal, “Shaking up the Routine: How Seattle Is Implementing Results-Driven Contracting Practices to Improve Outcomes for People Experiencing Homelessness.”



0.11	Incidence of homelessness- return from permanent housing	Secondary	Systems Prevention	Rate of people returning to homelessness within 6 months of permanent housing	Return to homelessness from permanent housing should be avoided by enhancing support services and rental assistance.	(# of people who returned to homelessness in the AP within 6 months of exiting permanent housing / Total # of people who exited permanent housing in last 6 months)*100	OHS	Monthly	This indicator can also be replicated to measure rate of incidence from last 12 months.  Azemati and Grover-Roybal, "Shaking up the Routine: How Seattle Is Implementing Results-Driven Contracting Practices to Improve Outcomes for People Experiencing Homelessness."
0.12	Demographic disproportionality in service delivery- race & ethnicity	Secondary	Systems Prevention	Share of population receiving homeless services, for each race & ethnicity	Racial and ethnic identity of people receiving homeless services is essential to identify any disproportionality.	(# of people receiving homeless services from each race & ethnicity / Total # of people receiving homeless services in the AP)*100	OHS	Monthly	Azemati and Grover-Roybal, "Shaking up the Routine: How Seattle Is Implementing Results-Driven Contracting Practices to Improve Outcomes for People Experiencing Homelessness."
0.13	Demographic disproportionality in service delivery- age	Secondary	Systems Prevention	Share of population receiving homeless services, for each age group	Determining age groups of people receiving homeless services is essential to identify any disproportionality.	(# of people receiving homeless services from each age group/ Total # of people receiving homeless services in the AP)*100	OHS	Monthly	Azemati and Grover-Roybal, "Shaking up the Routine: How Seattle Is Implementing Results-Driven Contracting Practices to Improve Outcomes for People Experiencing Homelessness."
0.14	Demographic disproportionality in service delivery- gender	Secondary	Systems Prevention	Share of population receiving homeless services, for each gender	Gender identity of people receiving homeless services is essential to identify any disproportionality.	(# of people receiving homeless services from each gender/ Total # of people receiving homeless services in the AP)*100	OHS	Monthly	Azemati and Grover-Roybal, "Shaking up the Routine: How Seattle Is Implementing Results-Driven Contracting Practices to Improve Outcomes for People Experiencing Homelessness."
0.15	Demographic disproportionality in service delivery- household size	Secondary	Systems Prevention	Share of population receiving homeless services, for household size groups	Size of households is essential to determine the disproportionality in service delivery to individuals and families.	(# of people receiving homeless services from each household size group/ Total # of people receiving homeless services in the AP)*100	OHS	Monthly	Azemati and Grover-Roybal, "Shaking up the Routine: How Seattle Is Implementing Results-Driven Contracting Practices to Improve Outcomes for People Experiencing Homelessness."

**Notes:**

\* Not an HAP target

1. Target 1.4 of HAP is not included because it is a subset of target 1.3.

3. Target 1.6 of HAP is a routine activity of the Community and Economic Development Department- Housing Authority and does not need active monitoring in HAP.
4. Targets 2.9 of HAP is not included in the assessment framework as it is a one-time target and does not need regular monitoring in the future.
5. Targets 4.2, 4.3, 2.4, 2.5, and 3.4 are shifted to the demographic baseline section of assessment framework.