A photograph of a city skyline at sunset. The sky is filled with dramatic, dark clouds illuminated from below by the setting sun, creating a warm orange and yellow glow. Several skyscrapers are visible, including a prominent one with a pointed top. In the foreground, a multi-level highway bridge with concrete pillars spans across a green, tree-filled area.

UNDERSTANDING COMMUNITY

PROGRESS

ON ENDING AND PREVENTING HOMELESSNESS

COURTNEY MORTON | MECKLENBURG COUNTY
NCCEH | MAY 1, 2018

© Chris Austin, Photographer

SEE THE FULL PICTURE

Describing homelessness and housing instability well is essential to understanding the problem and developing a sustainable solution.



OVERVIEW

1

Mecklenburg County **Context**

2

System Performance Measures
Unpacked

3

What should I **look for**?

4

What does it **mean**?

5

So, What?

CONTEXT

MECKLENBURG COUNTY



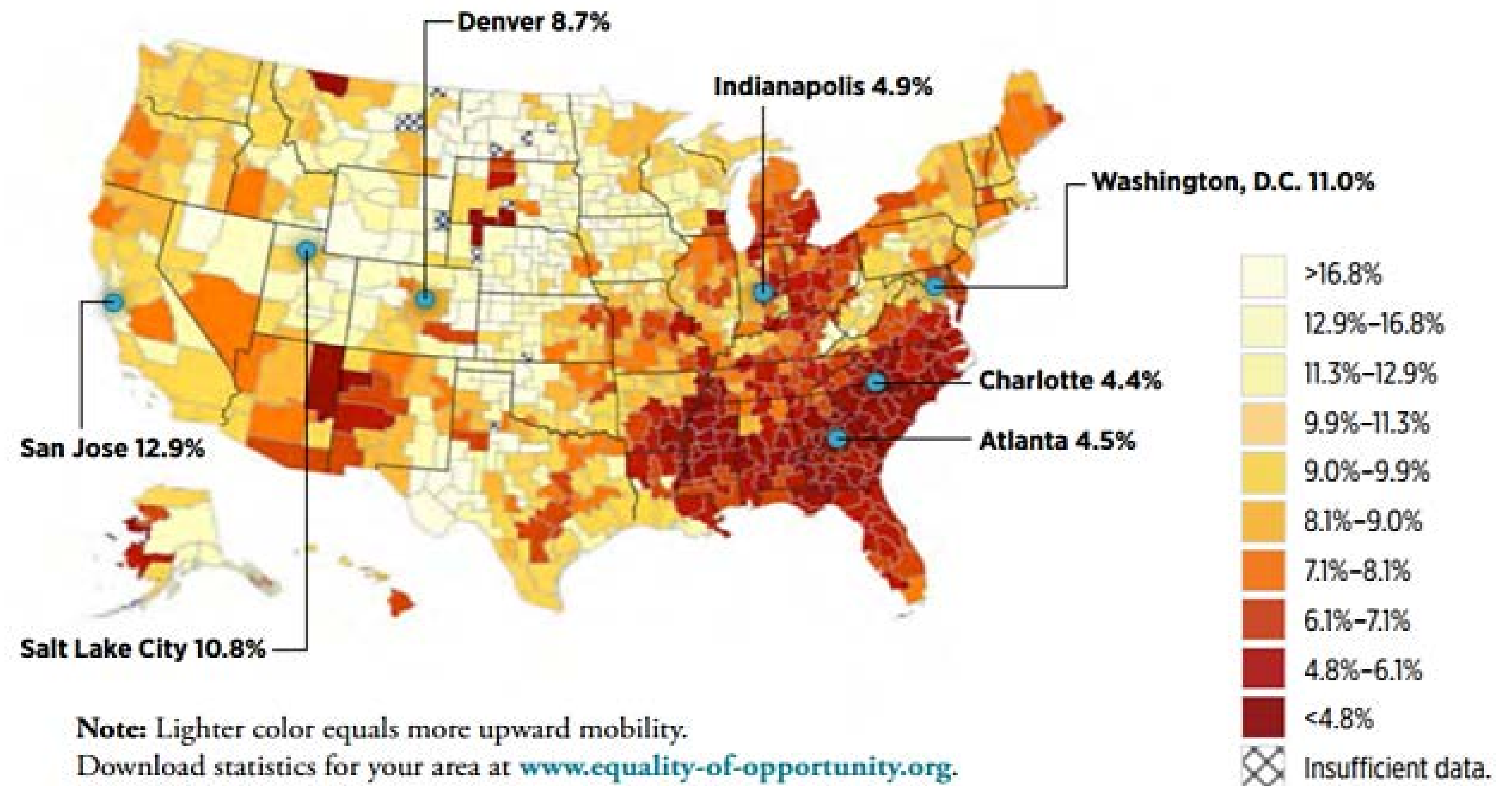


Mecklenburg County, North Carolina

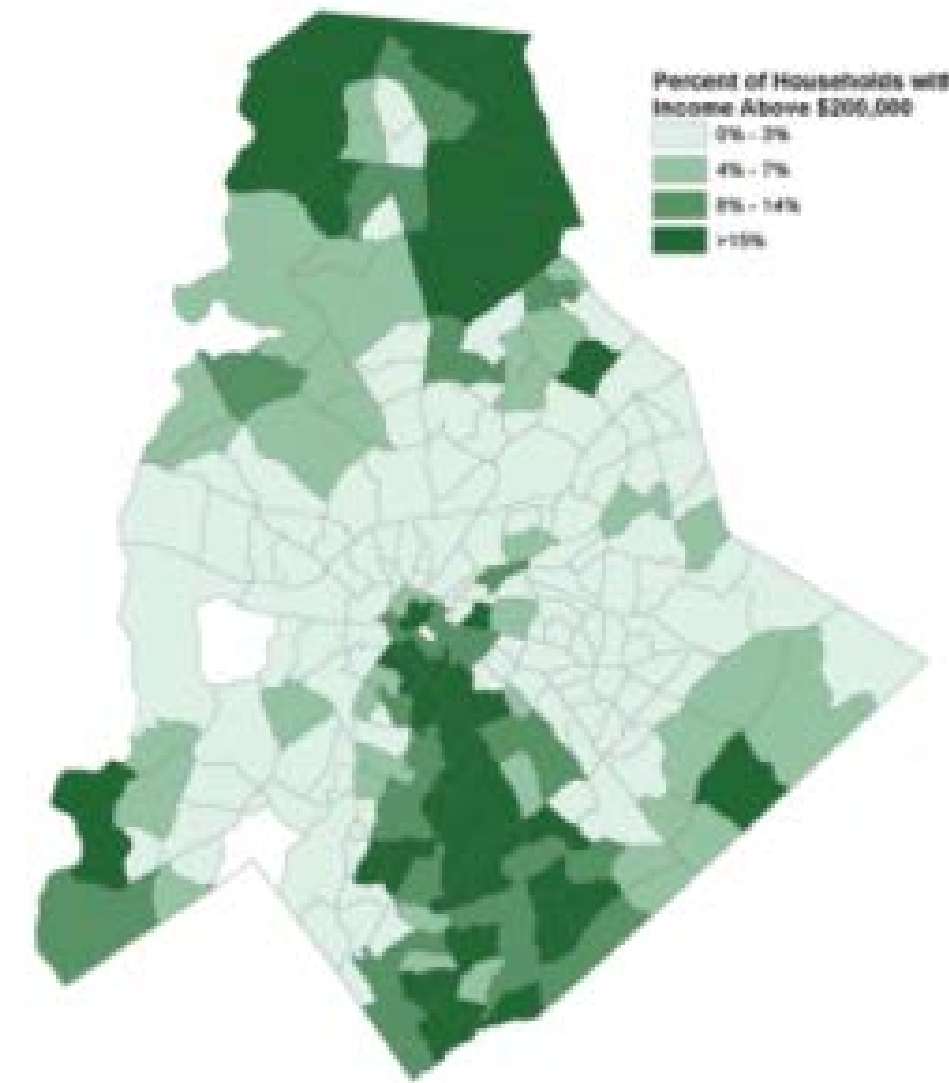


A 2014 study by researchers at Harvard and UC Berkeley ranked **Charlotte 50th** out of 50 cities for economic mobility.

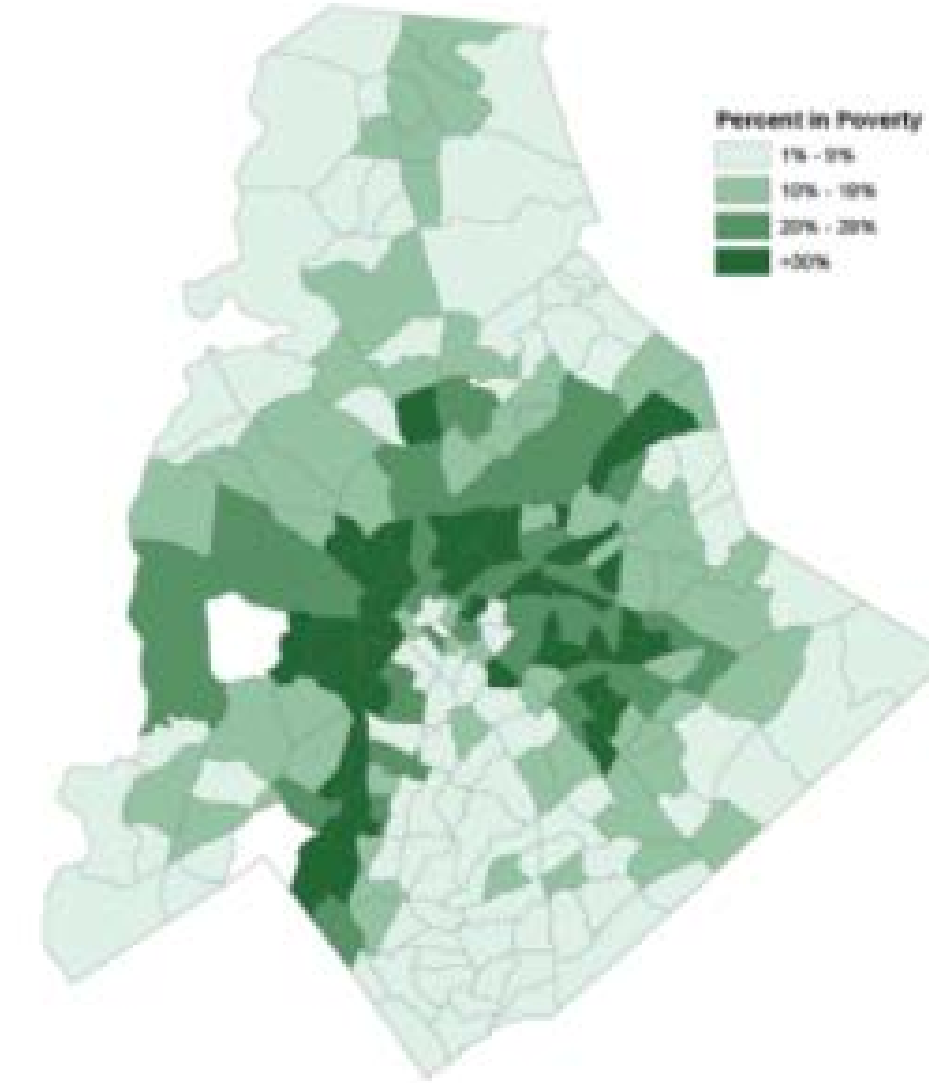
The probability that a child born into the bottom fifth of incomes will rise to the top fifth in their lifetime is only **4.4 percent**.



Segregation by Wealth

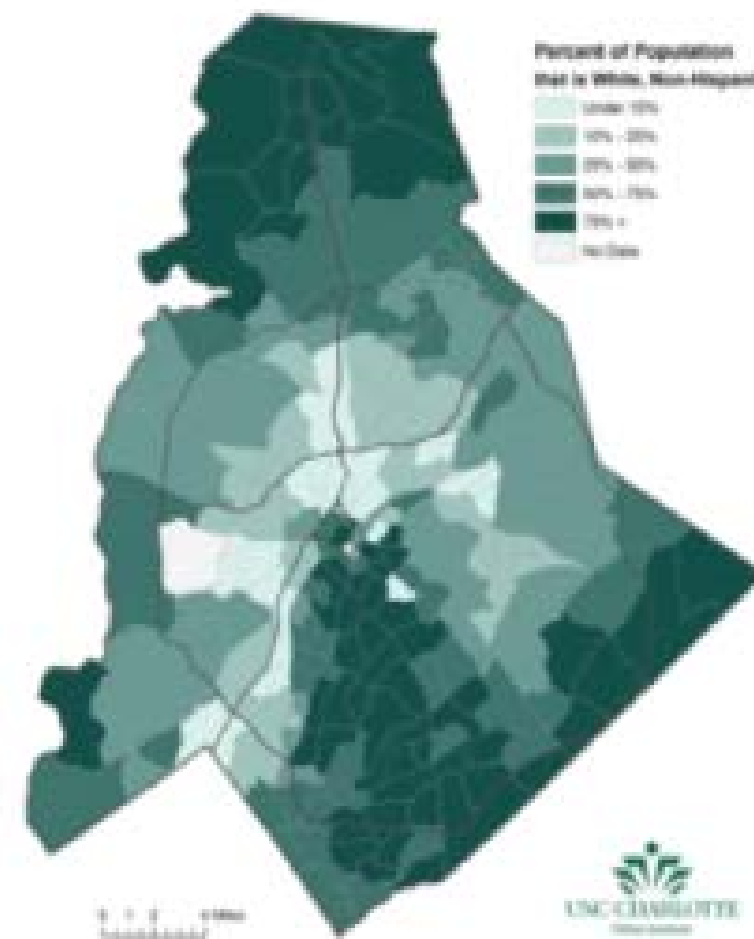


Segregation by Poverty

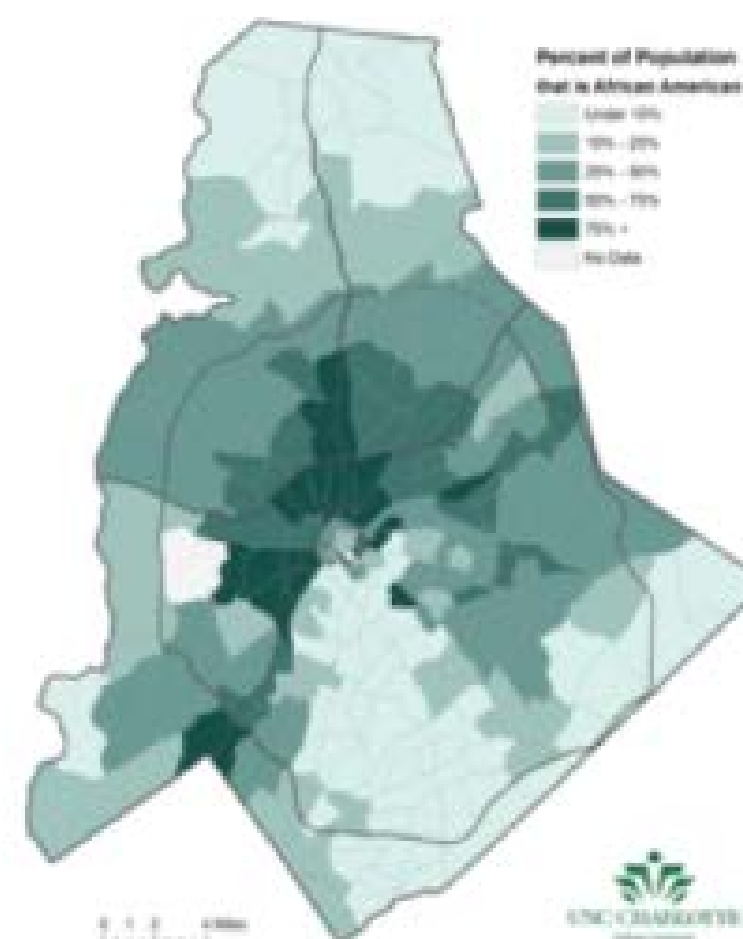


Segregation by Race and Ethnicity

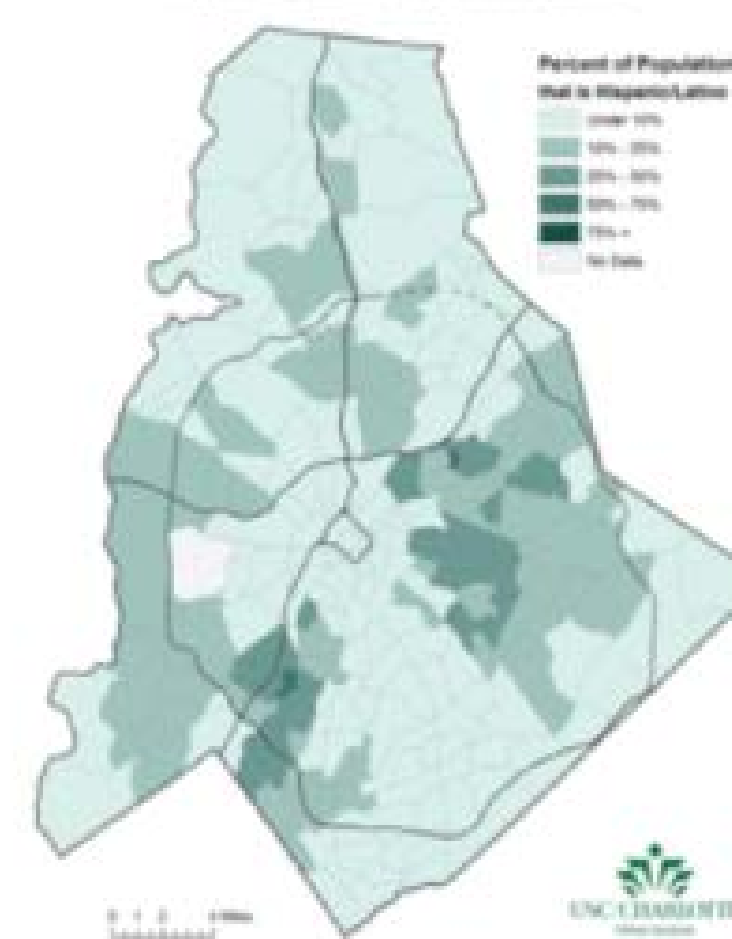
White, Non-Hispanic Population, 2010



African American Population, 2010



Hispanic/Latino Population, 2010



MECKLENBURG COUNTY HOUSING INSTABILITY



28,471

**HOUSEHOLDS
FACING FORMAL
EVICTIONS**

FY 15 - 16

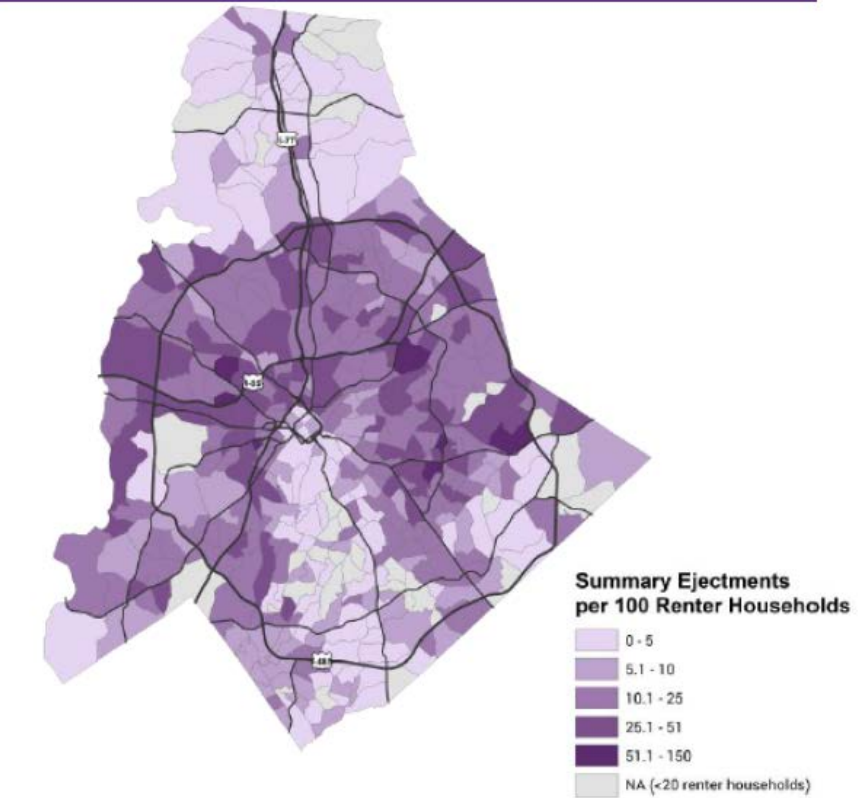


79,252

**RENTER
HOUSEHOLDS
COST BURDENED**

2015

Complaint in Summary Ejectment Rate FY2015



‘CRESCENT’

**EVICTION PATTERN IN
NORTH, EAST AND
WEST CHARLOTTE**

FY 15

MECKLENBURG COUNTY

2017 POINT-IN-TIME COUNT

1,476

people experiencing
homelessness on one
night in January

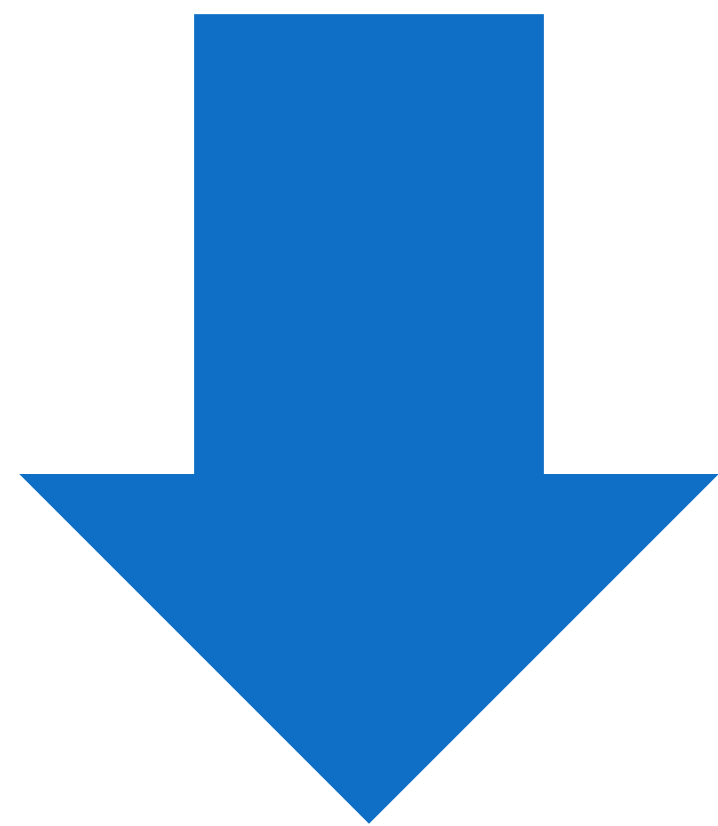


MEASURE 1

LENGTH OF TIME PEOPLE REMAIN HOMELESS



DESIRED OUTCOME



REDUCE THE AVERAGE AND
MEDIAN LENGTH OF TIME
PEOPLE REMAIN HOMELESS

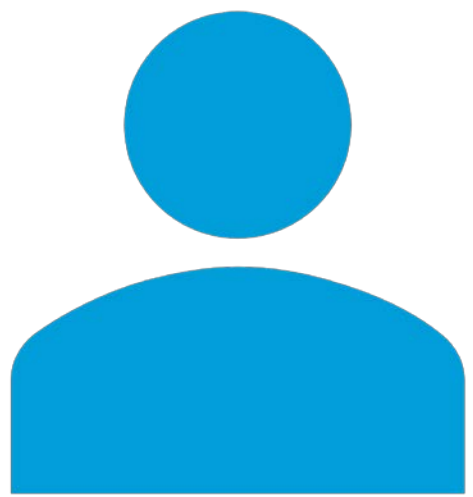
QUESTIONS TO CONSIDER



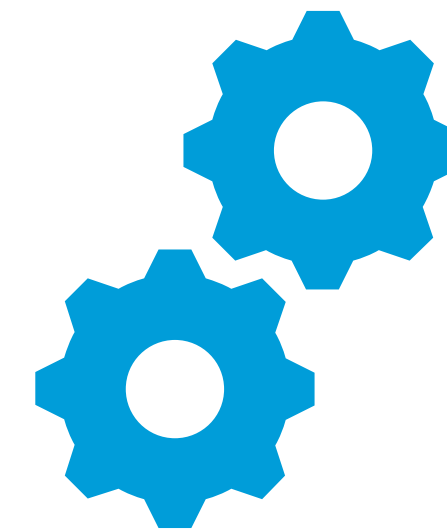
Is it going **up**
or **down**?



What is the **average**
and the **median**?



Is it **different** for
individuals and
families?

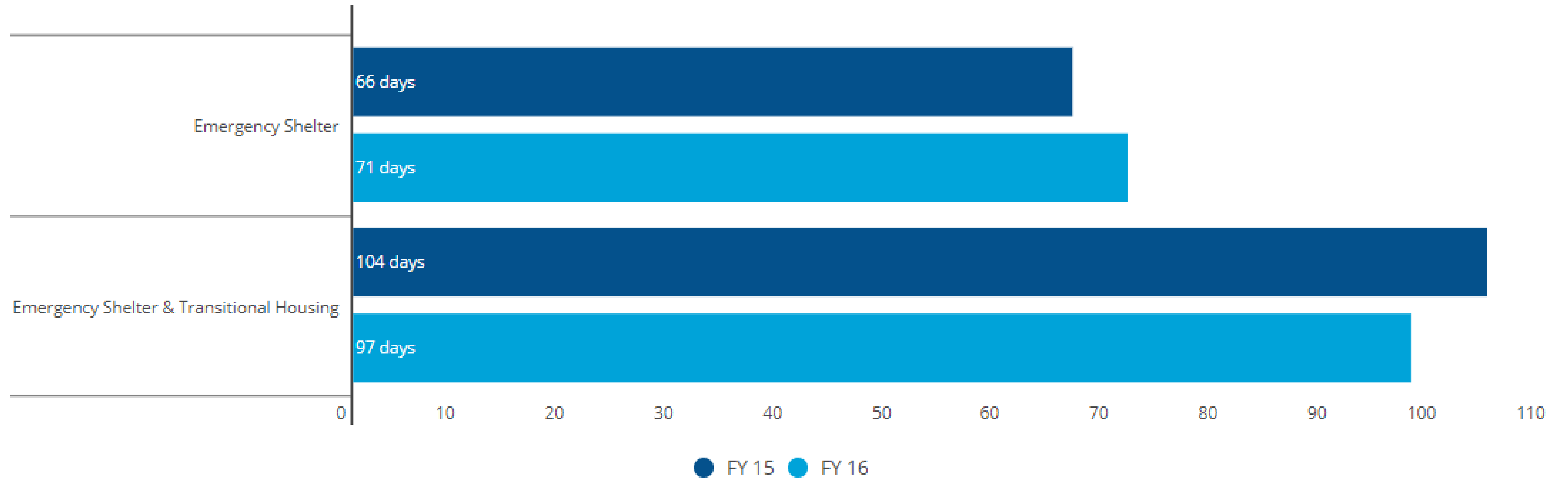


What would the number
look like if we housed
the **longest stayers**?

MECKLENBURG COUNTY FY 15 & 16

Average length of stay in emergency shelter and transitional housing

FY15 to FY16



MECKLENBURG COUNTY FY 15 & 16

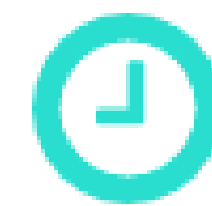
Average length of stay in emergency shelter increased



5 days

(Emergency Shelter)

The average length of stay for emergency shelter increased 5 days from FY15 to FY16.



Average 71 days / Median 31 days

(Emergency Shelter)

The average length of stay for emergency shelter in FY16 was 71 days. The median length of stay was 31 days.

MEN'S SHELTER OF CHARLOTTE

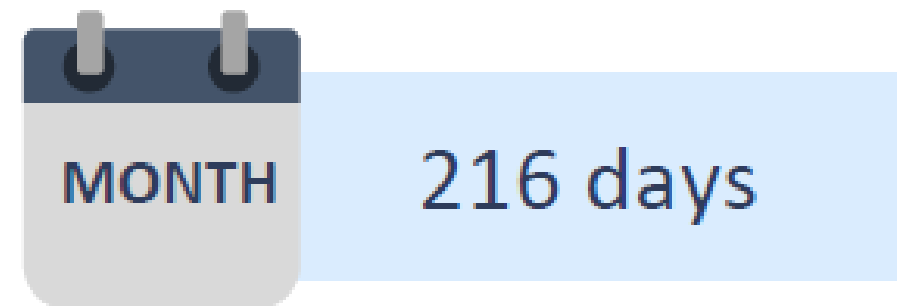


What is the **average** and the **median**?

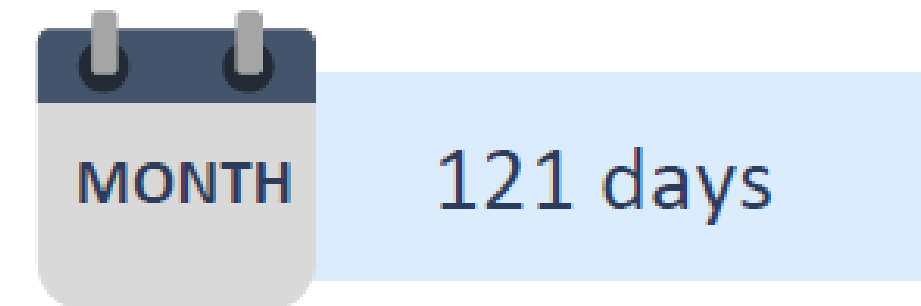


Length of Stay

Average length of stay



Median length of stay



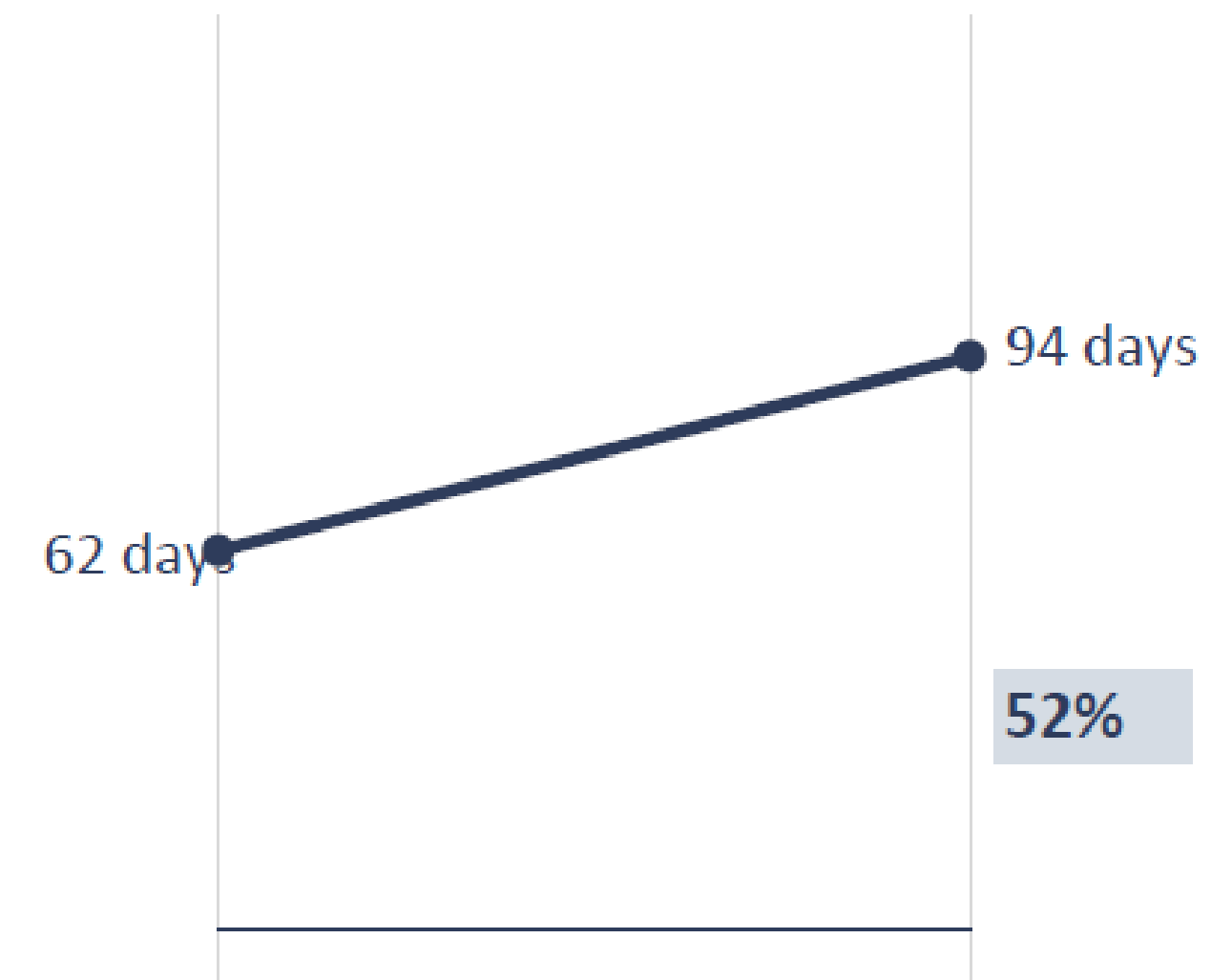
Last YTD Average

YTD Average

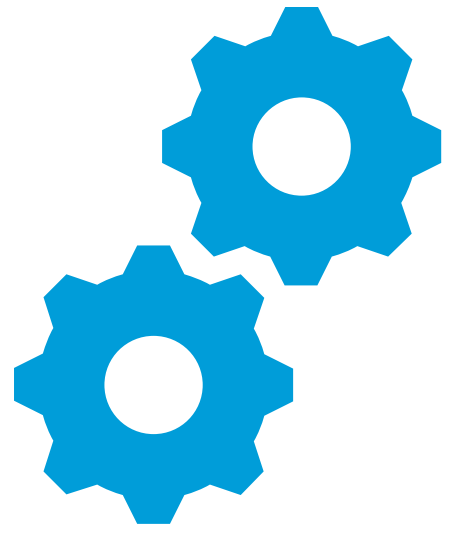


Last YTD Average

YTD Average

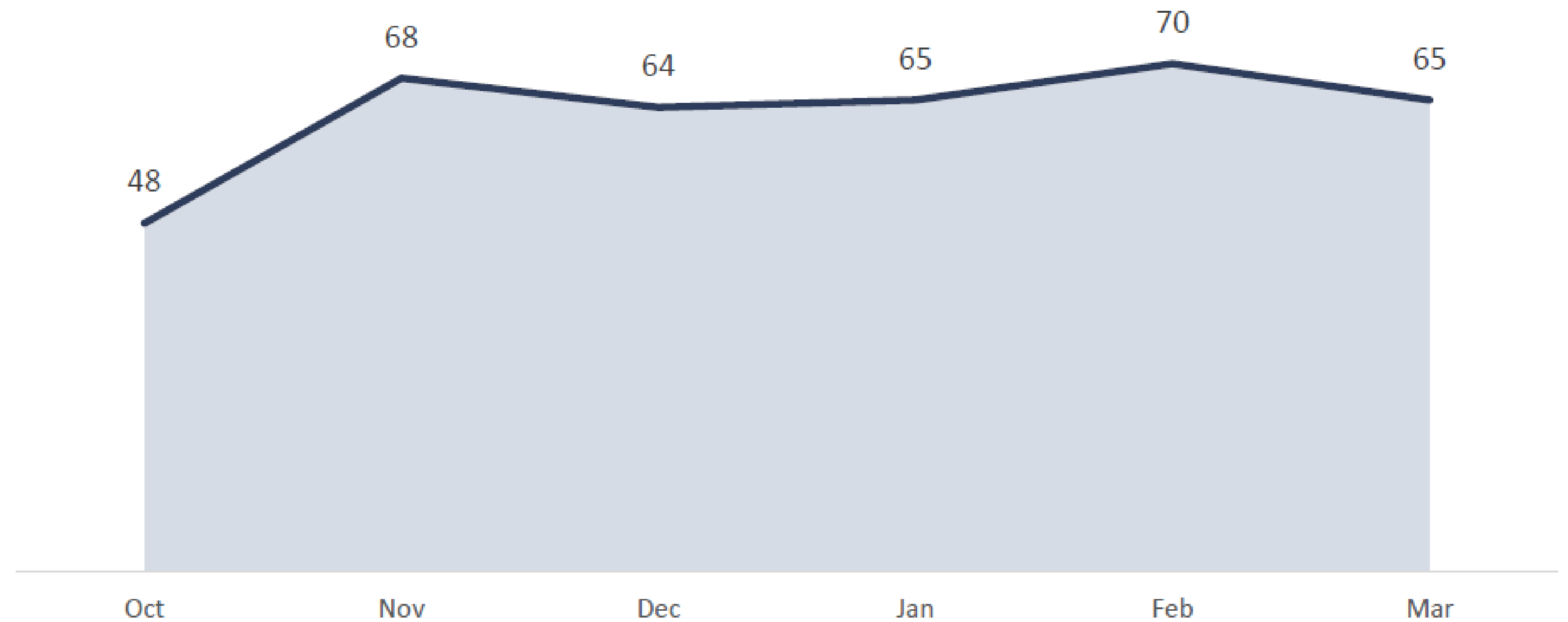


MEN'S SHELTER OF CHARLOTTE



What would the number look like if we housed the **longest stayers**?

People in Shelter Longer than 1 Year



MEN'S SHELTER OF CHARLOTTE



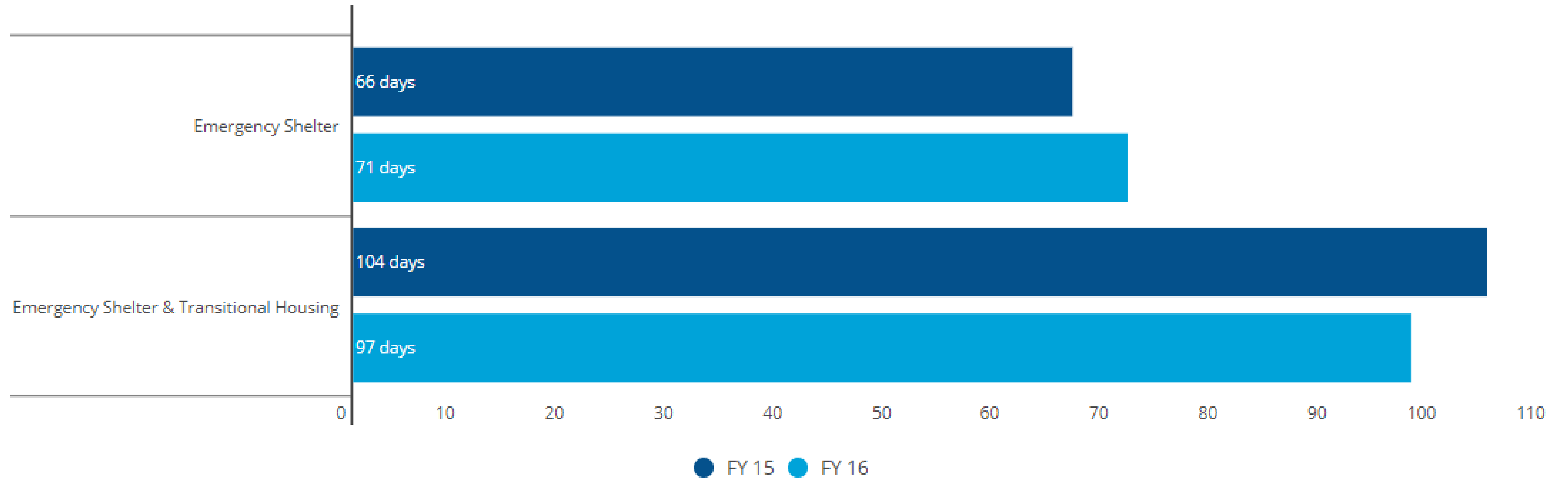
INTERVENTION

Target long-stayers with a specific case manager

MECKLENBURG COUNTY FY 15 & 16

Average length of stay in emergency shelter and transitional housing

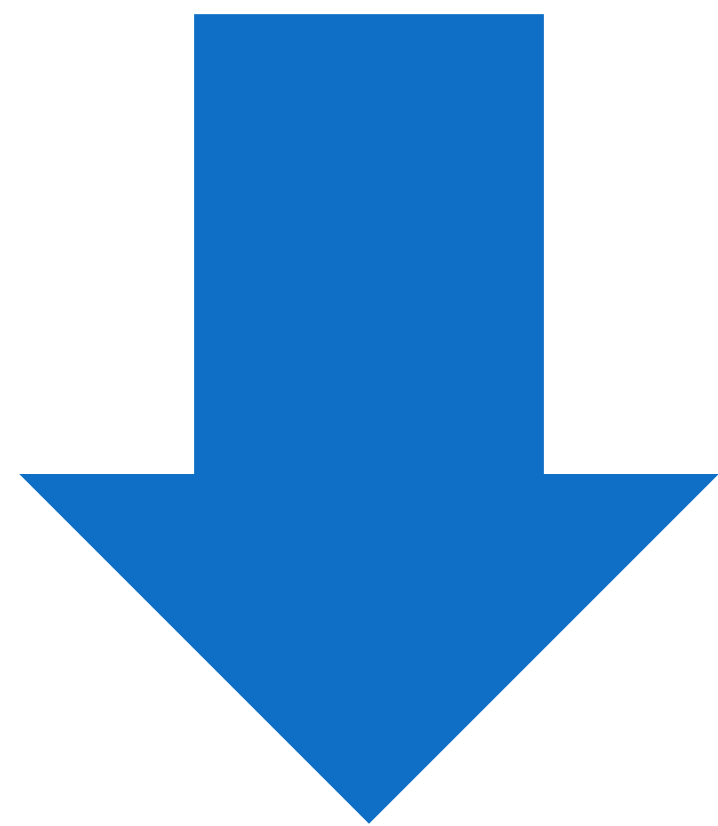
FY15 to FY16



MEASURE 2

RETURNS TO HOMELESSNESS WITHIN 2 YEARS





REDUCE THE PERCENT OF
PEOPLE WHO RETURN TO
HOMELESSNESS

QUESTIONS TO CONSIDER



Is it going **up**
or **down**?



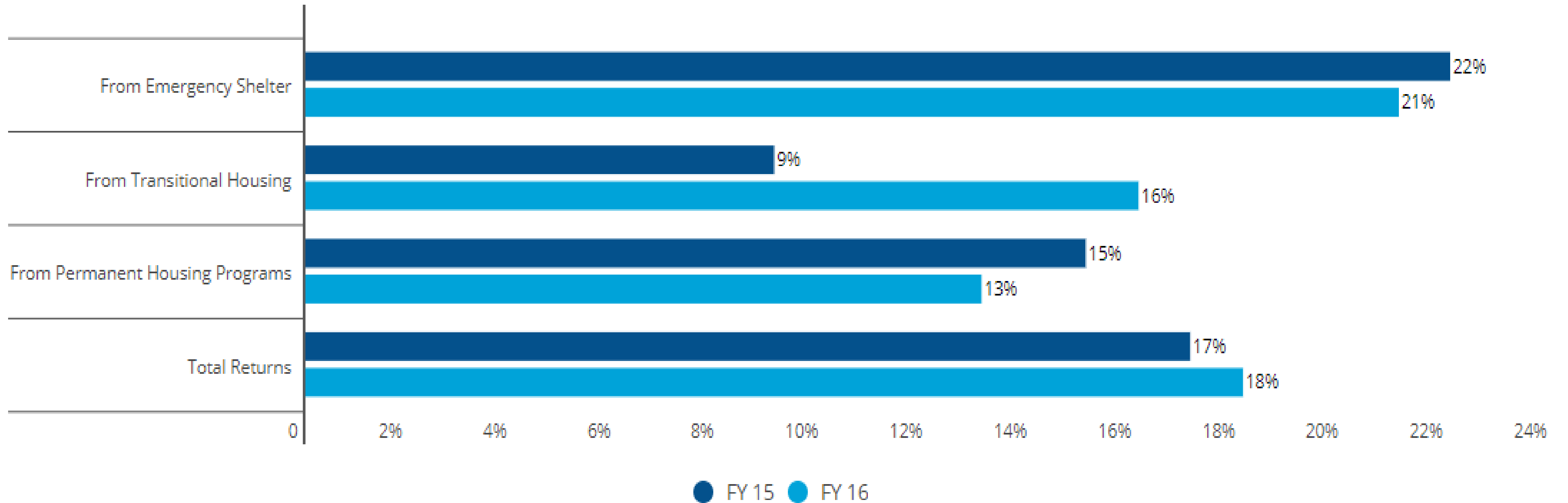
What is the **quality**
of the data?



Are there **certain**
projects that have
greater returns to
homelessness?

MECKLENBURG COUNTY FY 15 & 16

Returns to homelessness after exiting into permanent housing by project type



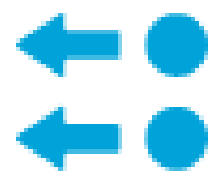
MECKLENBURG COUNTY FY 15 & 16

Most people do not return to homelessness after exiting into permanent housing



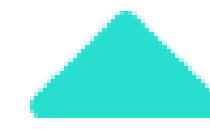
18% returned to homelessness within 2 years

In FY16, 18% (296 people) returned to homelessness within 2 years after exiting into permanent housing.



57% who returned to homelessness had exited emergency shelter into permanent housing

In FY16, most (57%) of the people who returned to homelessness within 2 years had exited emergency shelter into permanent housing. Less than 20% (55 people) who returned to homelessness within 2 years had exited from permanent housing programs.



1% increase in rate of return to homelessness within 2 years

The total rate of return to homelessness within 2 years increased by 1% (94 people) from FY15 to FY16.



7% increase in rate of return to homelessness within 2 years for transitional housing

Whereas the rate of return to homelessness within 2 years decreased from FY15 to FY16 for exits from emergency shelter (down 1%) and permanent housing (down 2%), the rate of return to homelessness within 2 years for transitional housing increased 7% (41 people) from FY15 to FY16.

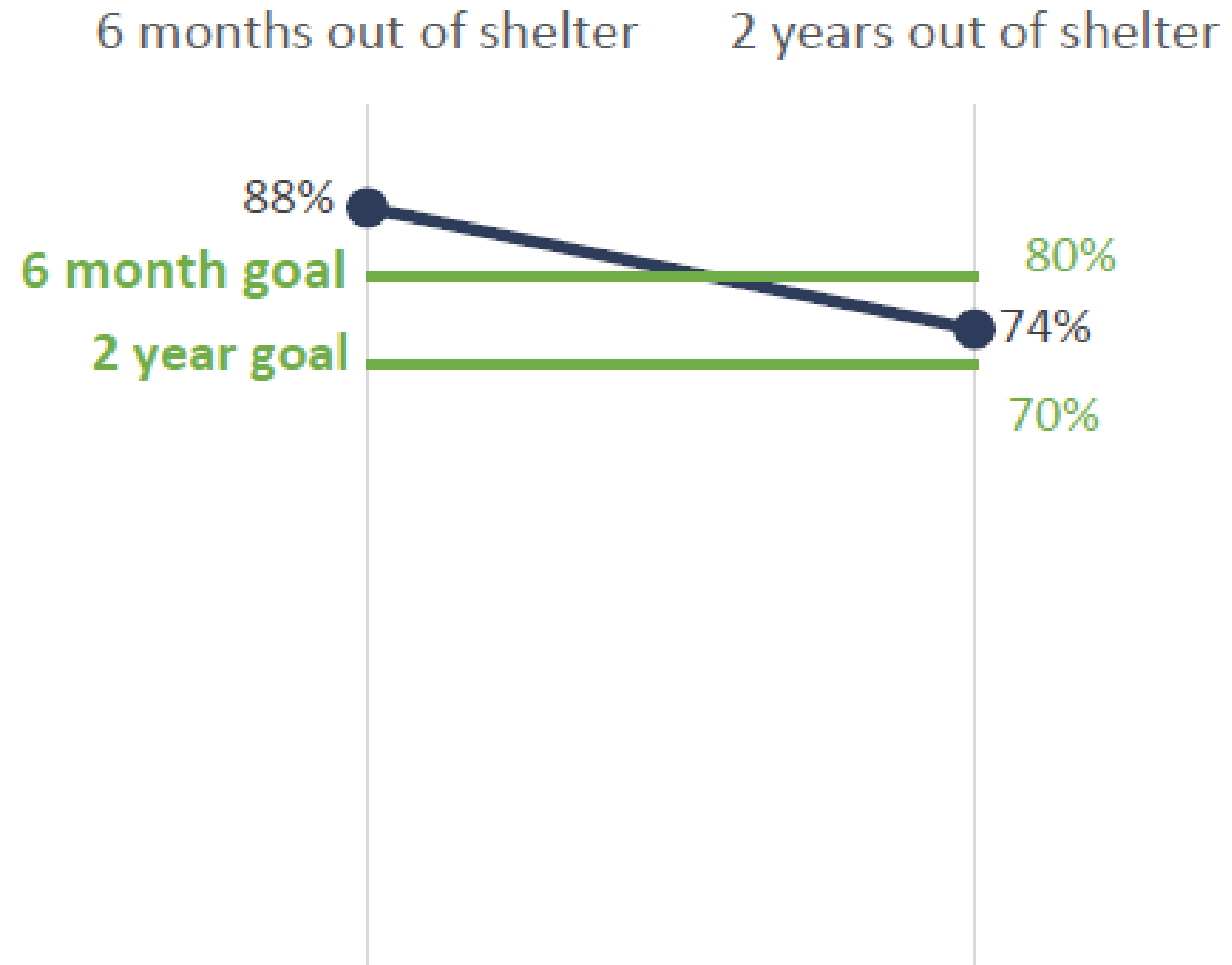
MEN'S SHELTER OF CHARLOTTE



What is the **quality** of the data?

Housing Retention Rate

All housing exits



MEN'S SHELTER OF CHARLOTTE

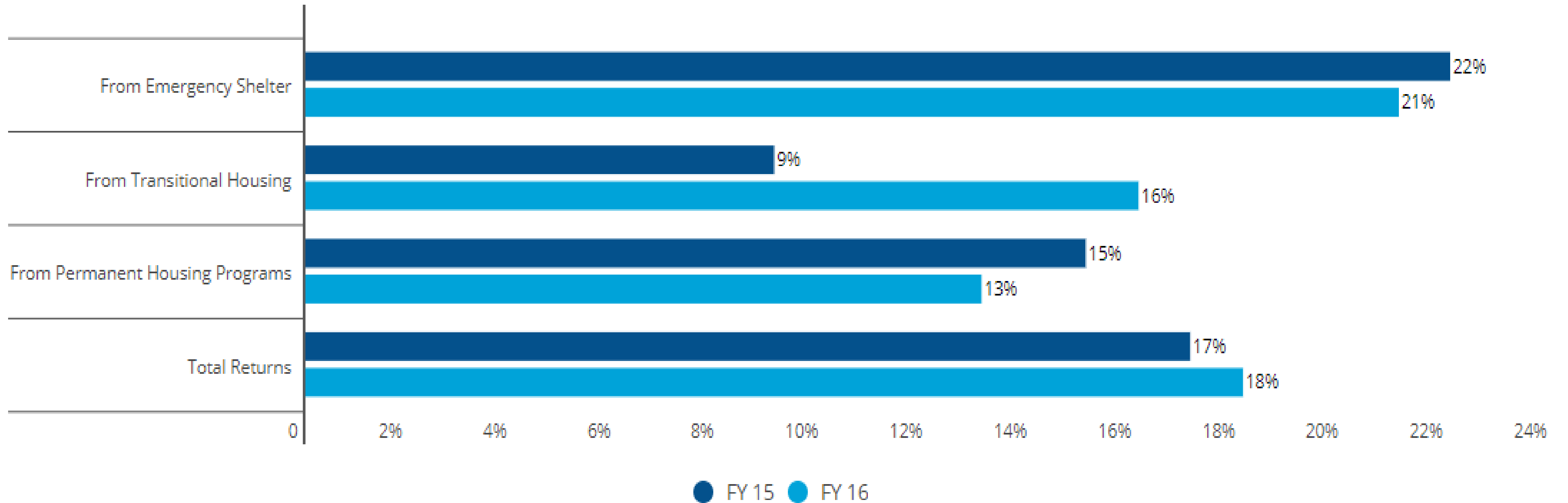


INTERVENTION

Changed the date of exit to the day after the night they stay

MECKLENBURG COUNTY FY 15 & 16

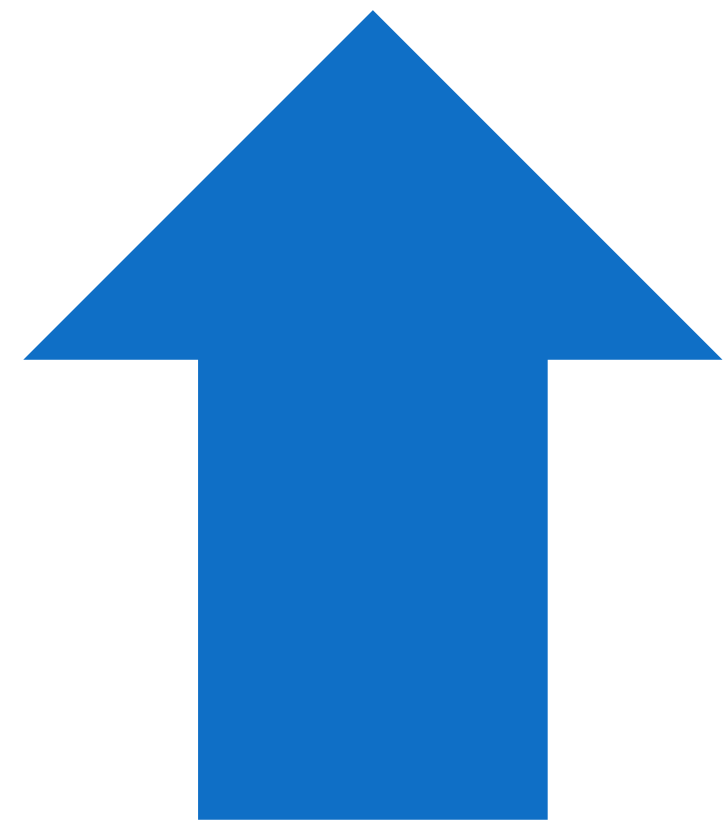
Returns to homelessness after exiting into permanent housing by project type



MEASURE 7

EXITS TO OR RETENTION
OF PERMAMMENT HOUSING





INCREASE THE PERCENTAGE
OF PEOPLE WHO EXIT TO OR
RETAIN PERMANENT HOUSING

QUESTIONS TO CONSIDER



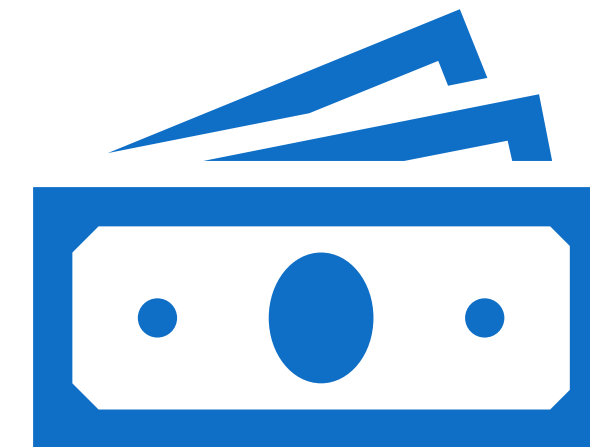
Is it going **up**
or **down**?



What is the **quality**
of the data?



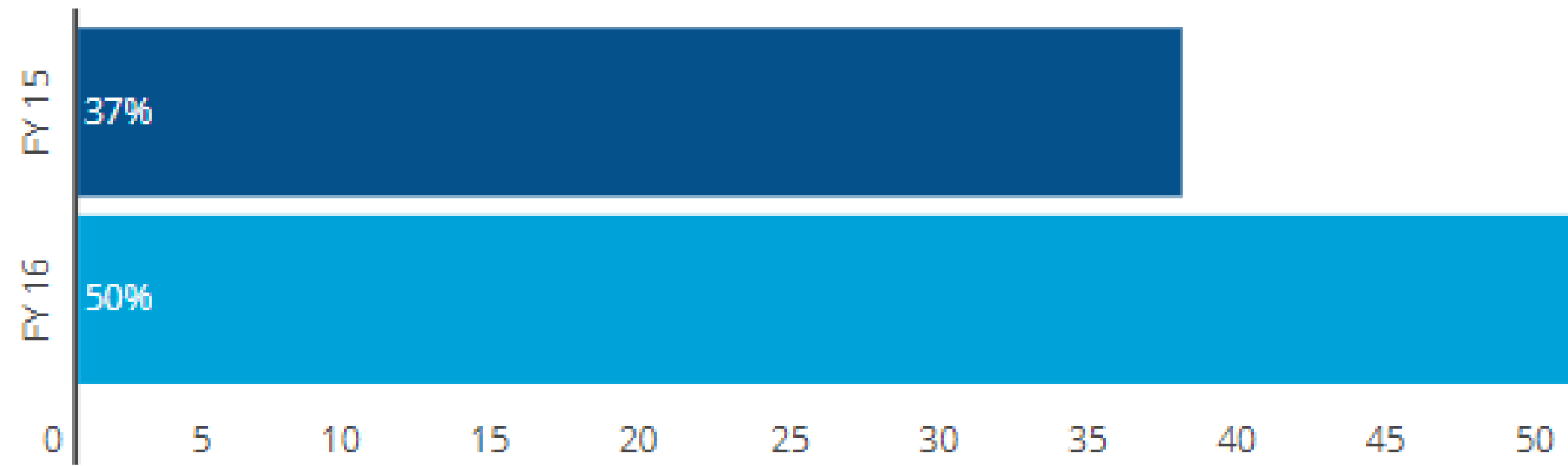
What is the
difference by
service type and
between **projects**?



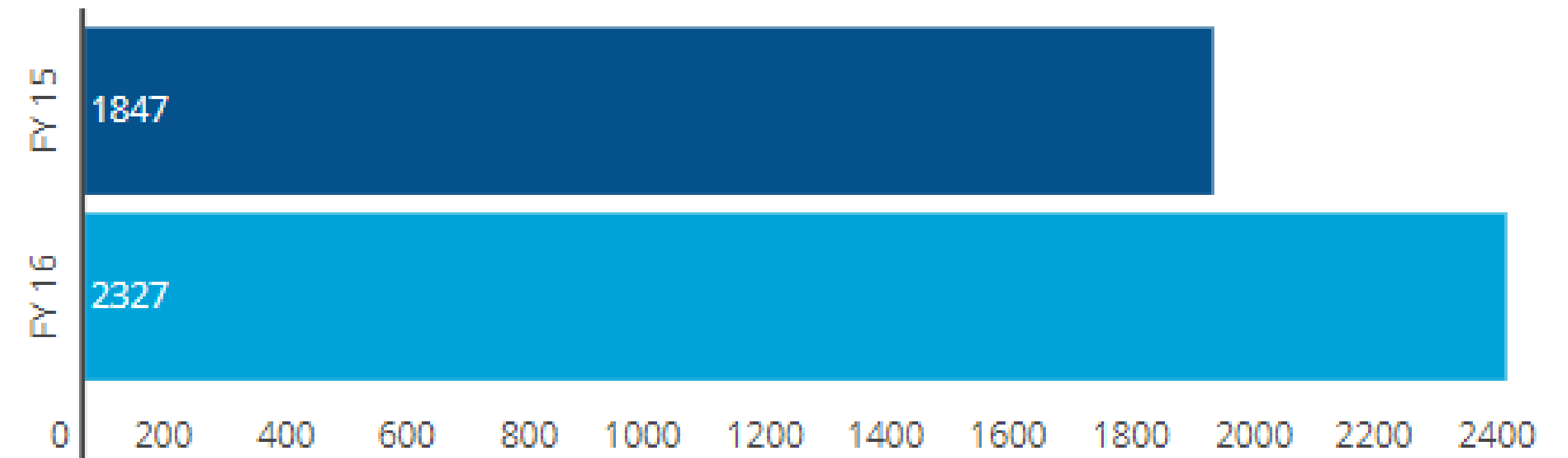
What is the **cost** per
permanent housing exit?

MECKLENBURG COUNTY FY 15 & 16

Percentage of Permanent Housing Exits

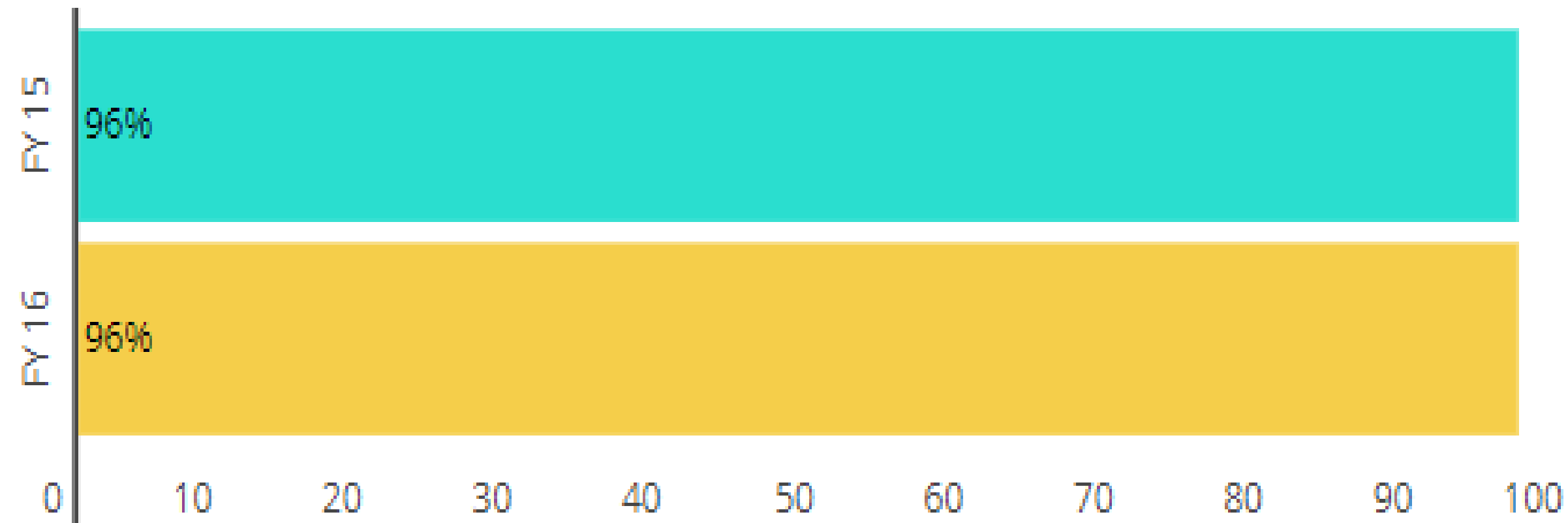


Number of Permanent Housing Exits

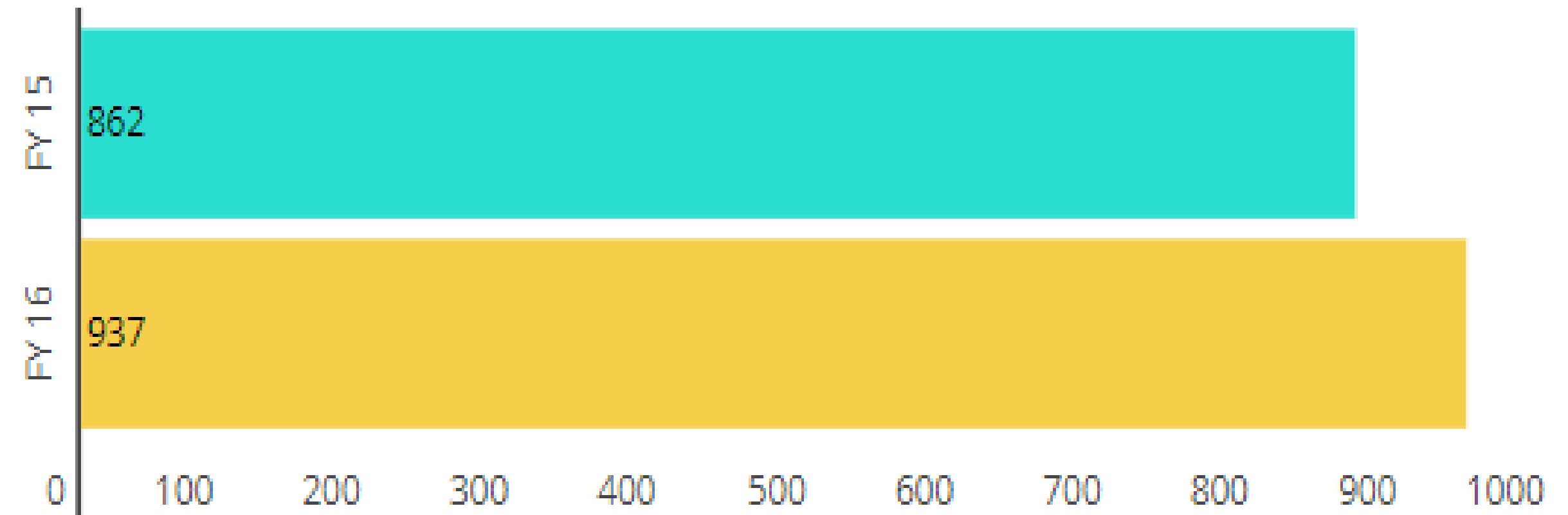


MECKLENBURG COUNTY FY 15 & 16

Percentage of Retention & Permanent Housing Exits



Number of Retention & Permanent Housing Exits



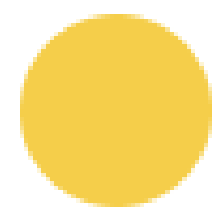
MECKLENBURG COUNTY FY 15 & 16

Permanent housing exits from emergency shelter, transitional housing & rapid re-housing increased from FY15 to FY16



96% retained

In FY16, 96% (937 people) retained their existing permanent supportive housing or moved to new permanent housing from permanent supportive housing.



Retention and exits to permanent housing continues to see rate of 96%

The percentage of retention and exits to permanent housing from permanent supportive housing has remained constant at 96% from FY15 to FY16.



50% exited

In FY16, 50% (2,327 people) exited from emergency shelter, transitional housing and rapid re-housing to permanent housing.



Successful exits increased 13% from FY15 to FY16

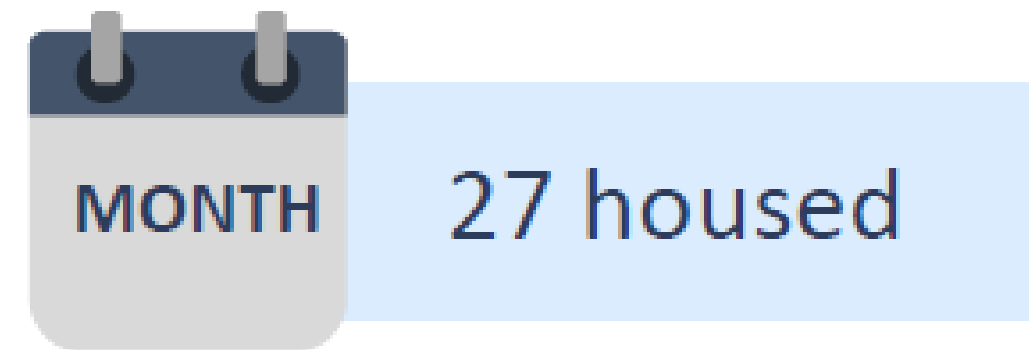
The percentage of successful exits to permanent housing from emergency shelter, transitional housing and rapid re-housing increased 13% from FY15 to FY16.

MEN'S SHELTER OF CHARLOTTE

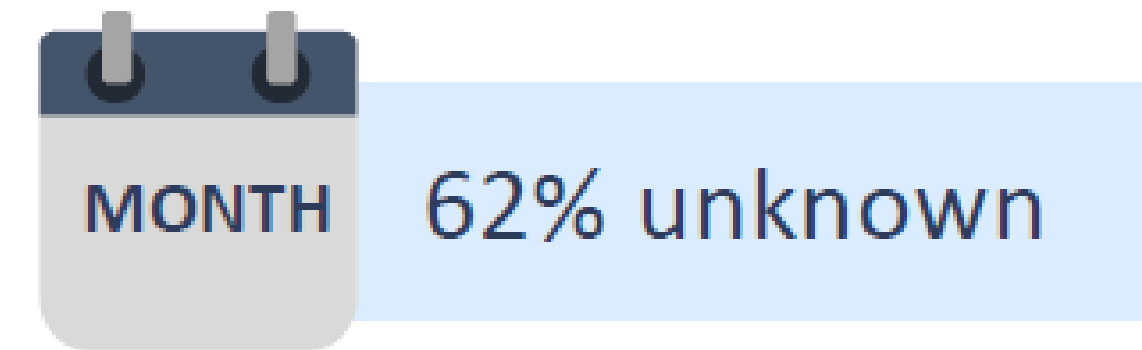


What is the **quality** of the data?

Housing Outcomes

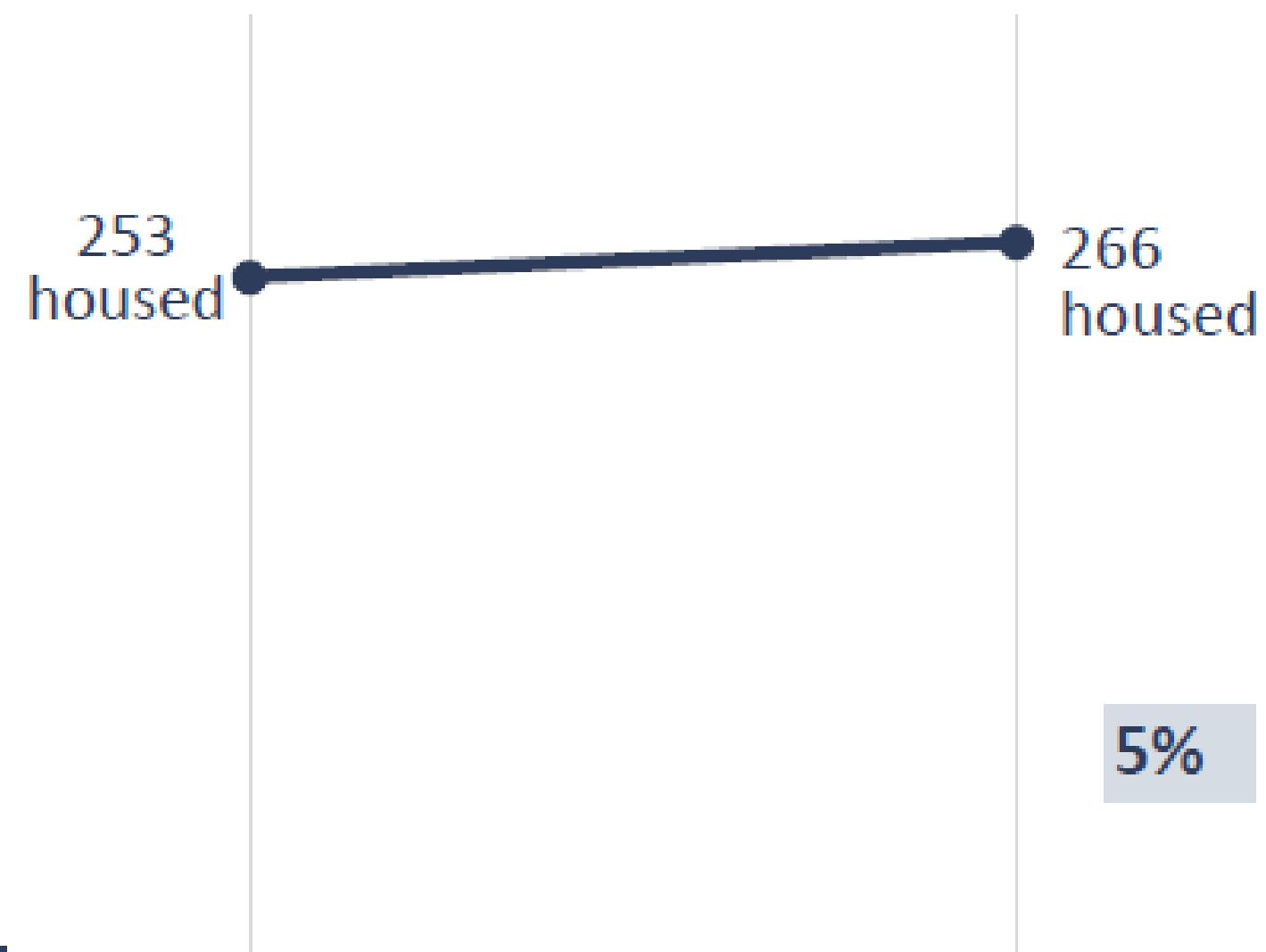


Unknown Exits



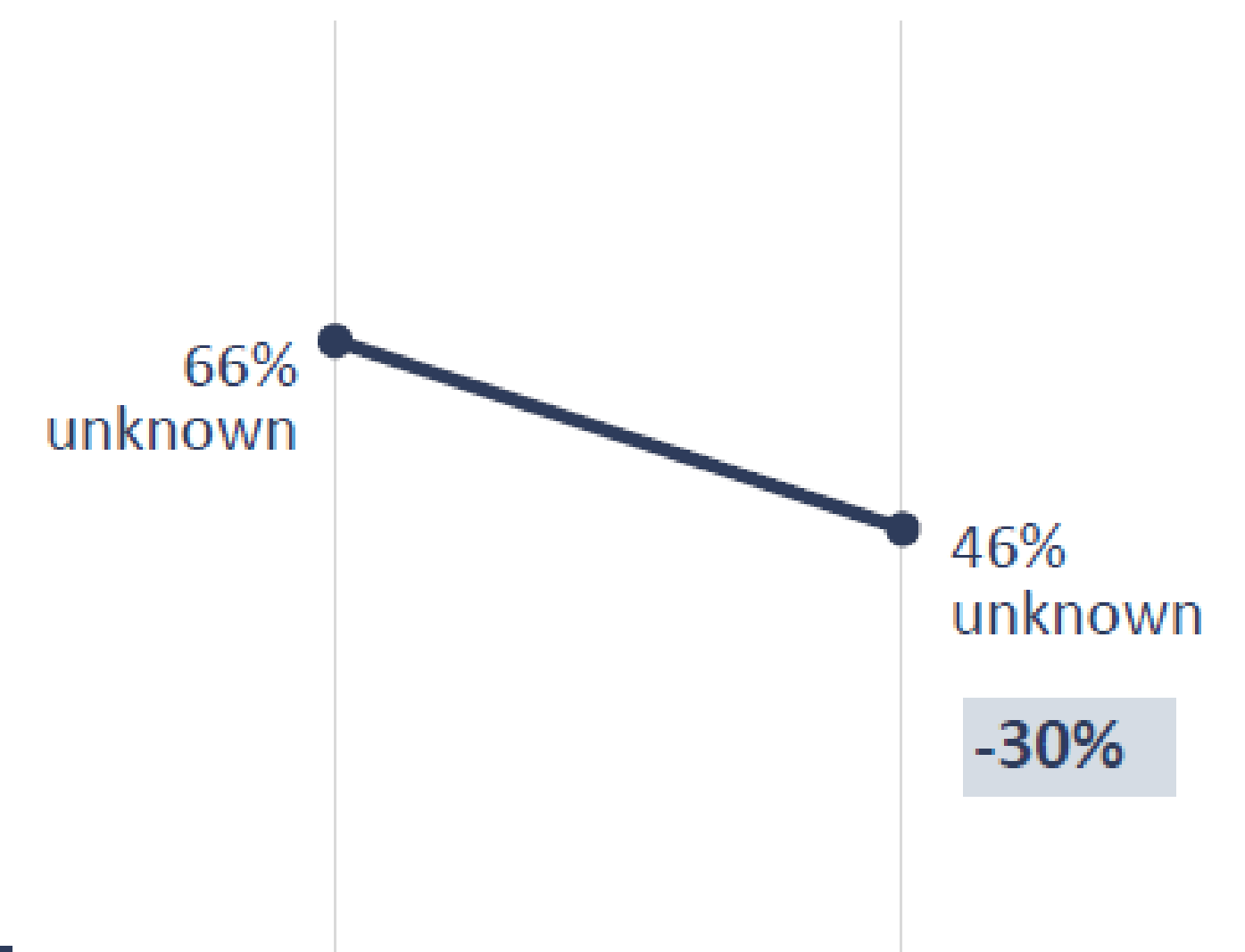
Last YTD

YTD

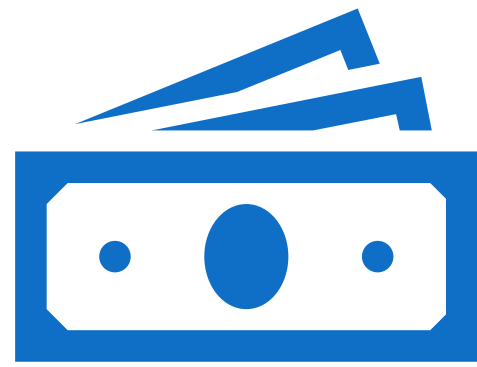


Last YTD

YTD



MEN'S SHELTER OF CHARLOTTE

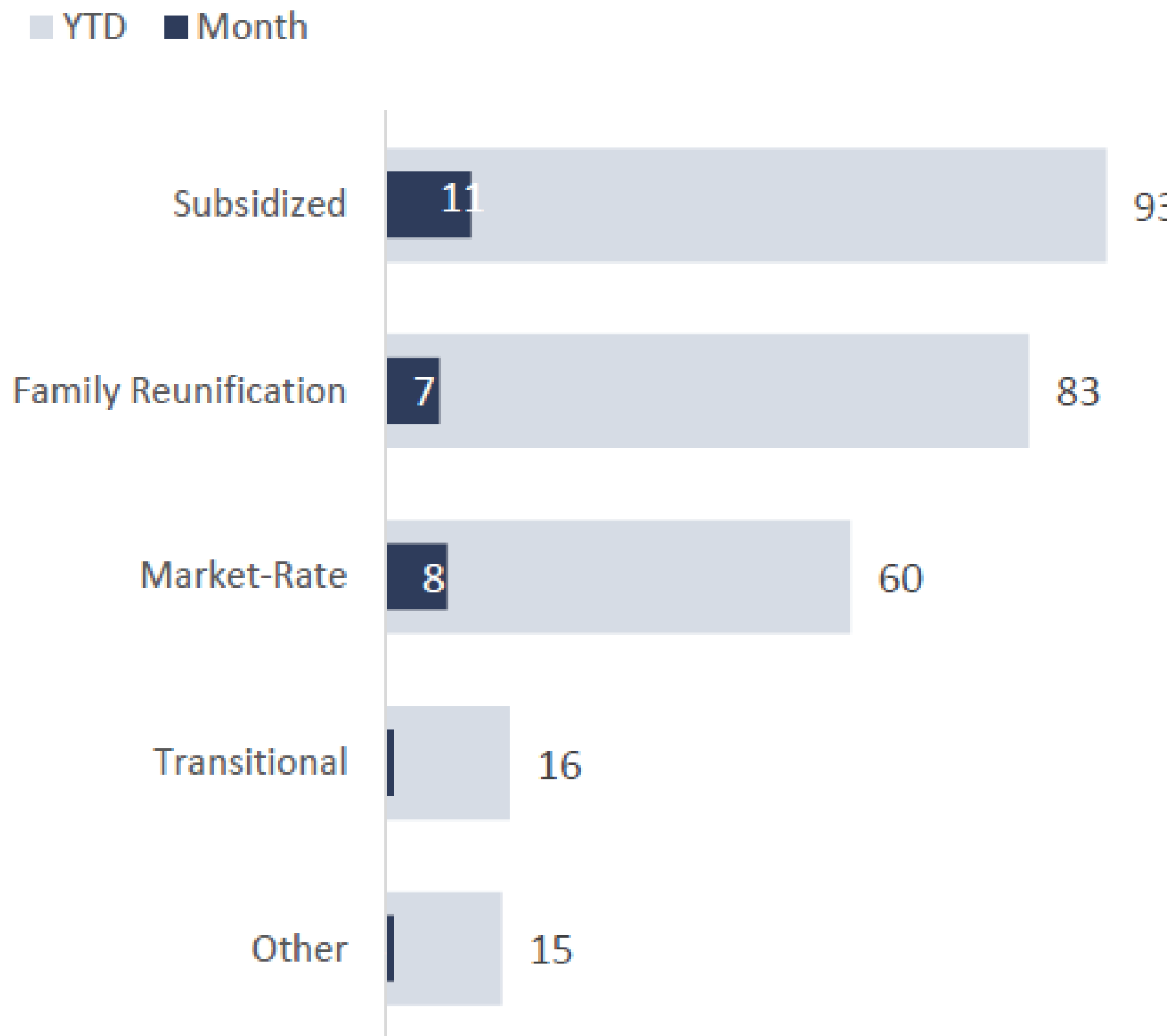


What is the **cost** per permanent housing exit?



Is it going **up** or **down**?

Housing Placement Types



Of those subsidized:

	Month	YTD
MSC's RRH	6 (60%)	58(63%)
Other RRH	0 (0%)	3(3%)
Permanent Supp. Housing	1 (10%)	18 (20%)
Public Housing/Section 8	0 (0%)	2(2%)
Targeting KEY	3 (30%)	11(12%)

MEN'S SHELTER OF CHARLOTTE

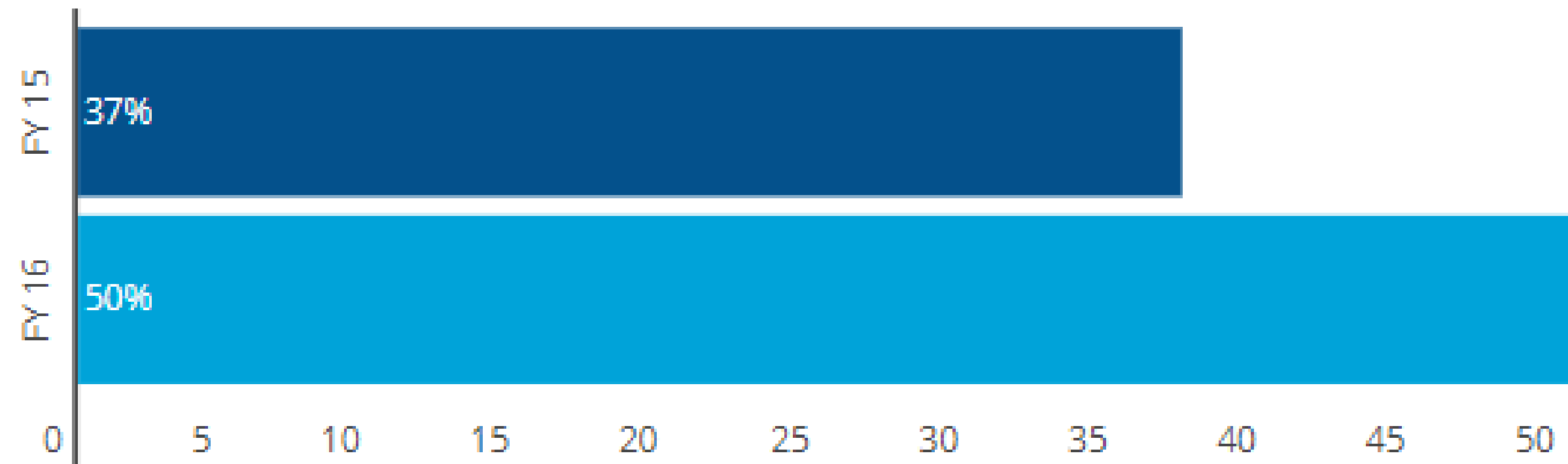


INTERVENTION

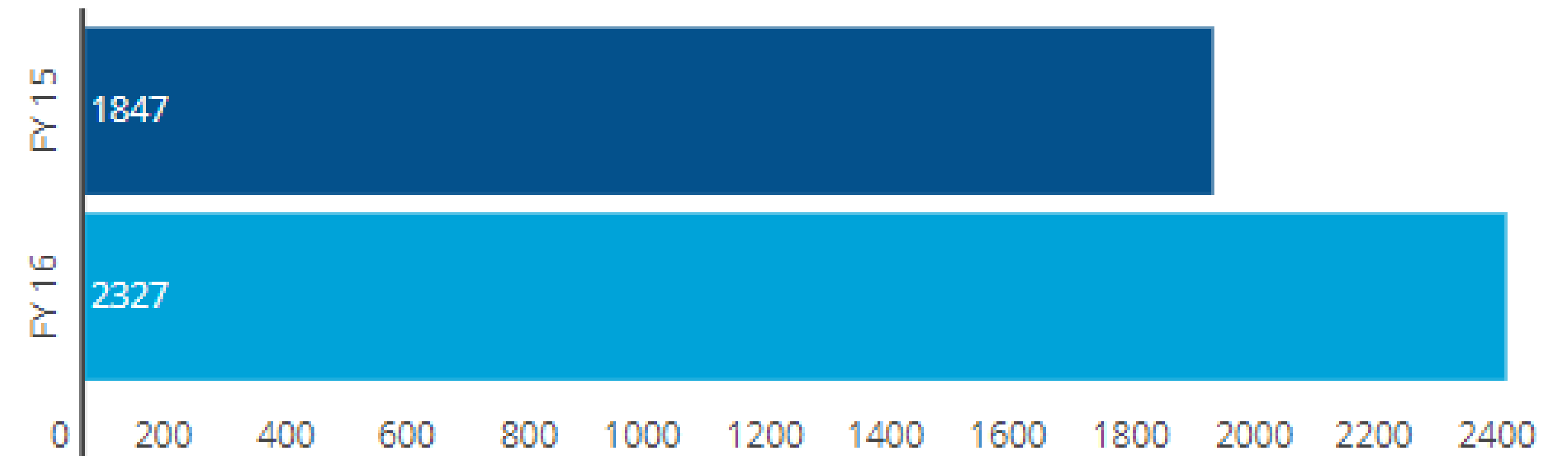
Intentional review of unknown exits and conduct follow up after individuals leave shelter

MECKLENBURG COUNTY FY 15 & 16

Percentage of Permanent Housing Exits



Number of Permanent Housing Exits



PUTTING IT ALL TOGETHER

SHARING & USING YOUR SYSTEM PERFORMANCE MEASURES



MECKLENBURGH HOUSING DATA.ORG



HOUSING & HOMELESSNESS
Dashboard

[HOME](#) [ABOUT](#) [PROGRESS](#) [DATA SNAPSHOT](#) [STORIES](#) [RESEARCH](#) [BLOG](#) [CONTACT](#)

CHARLOTTE-MECKLENBURG

HOUSING AND HOMELESSNESS DASHBOARD

[TELL ME MORE](#)



System Performance Improvement Briefs

Strategies for System Performance Improvement

May 2017

INTRODUCTION

HUD's [System Performance Measures](#) help communities understand how their system is functioning and if they have deployed the right combination of strategies and resources. This brief is part of a [series of resources](#) to help Continuums of Care (CoC) improve their homelessness system and build the confidence to use local data in strategic decision-making. It helps CoCs interpret their performance data, identify high-impact performance improvement strategies, and establish a year-round approach to performance management. The strategies outlined below focus on three Measures, which together summarize how well the community is helping people become quickly and stably housed:

- Length of time persons remain homeless (Measure 1)
- Extent to which persons who exit homelessness return to homelessness (Measure 2)
- Successful placement from Street Outreach and successful placement in or retention of permanent housing (Measure 7)

How to Use this Brief

This brief is for CoC leads and other key stakeholders charged with monitoring and improving system performance. It should be read in conjunction with the two companion pieces: the [Data Quality and Analysis for System Performance Improvement](#) brief which gives key steps to analyzing the System Performance Measures and troubleshooting data quality issues known to influence performance results; and the [CoC Data Quality](#) brief which provides a framework for managing and improving overall data quality year-round.

These resources can be used in different ways. CoCs may wish to conduct performance analysis prior to selecting an improvement strategy, to focus efforts on those that will yield the greatest results. Alternatively, communities less assured about the accuracy of their data or analytics capabilities may choose to jump-start implementation of improvement strategies, while continuing to monitor and improve data quality.

- HUD's System Performance Improvement Briefs
- [Strategies for System Performance Improvement](#)
 - [Data Quality and Analysis for System Performance Improvement](#)
 - [CoC Data Quality](#)

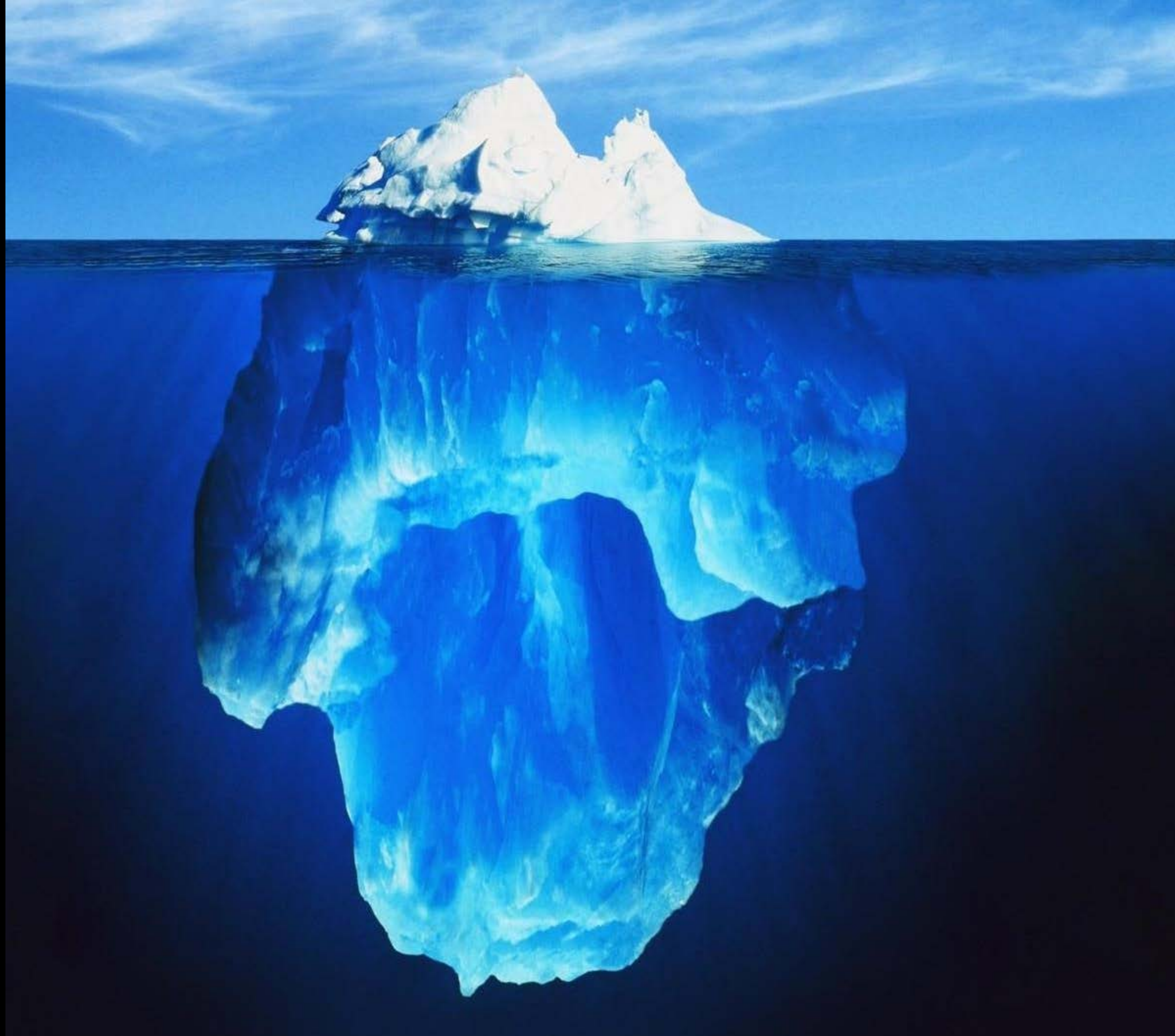
INTERPRETING PERFORMANCE RESULTS

After [analyzing performance data](#), CoCs will need to take a deeper look at what is happening in the community to draw sound conclusions about the results. What patterns have emerged? Are any results surprising? Do the results lead to additional questions or a need for more data? For instance, if certain families have relatively long lengths of stay in Emergency Shelter, what are the barriers to rapid exits? If certain providers have substantially increased successful housing placements, what helped? Below are three important steps in the assessment process.

Assess: Project-level Policies and Procedures

Debrief with providers and review policies and procedures to investigate the extent to which project-level practices [promote positive housing outcomes](#). Communities will not move the needle on homelessness until providers are focused on permanent housing and committed to working with people who have the greatest service needs. Emergency Shelters and Transitional Housing projects with a strong housing orientation actively

STRATEGIES FOR SYSTEM PERFORMANCE

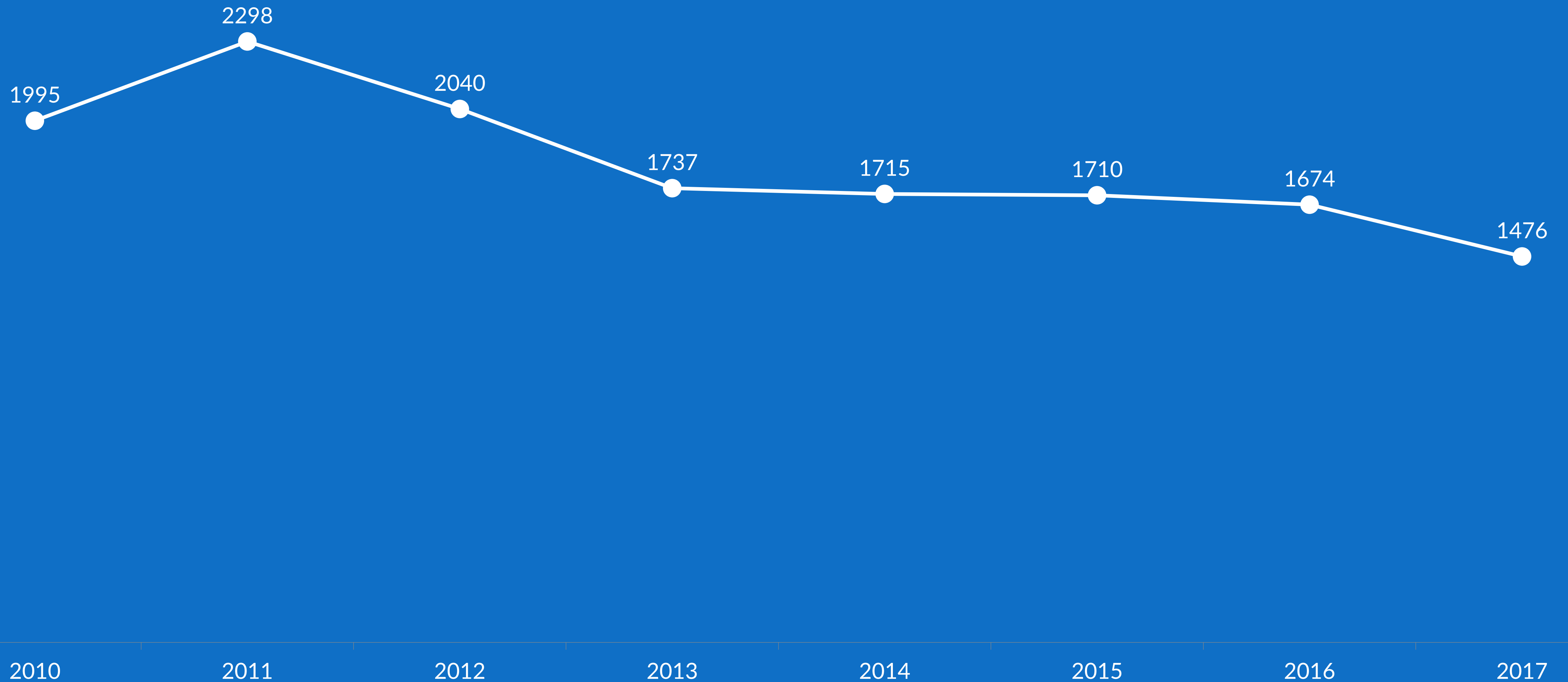


THE STATE OF HOUSING & HOMELESSNESS REPORT



MECKLENBURG COUNTY TRENDS

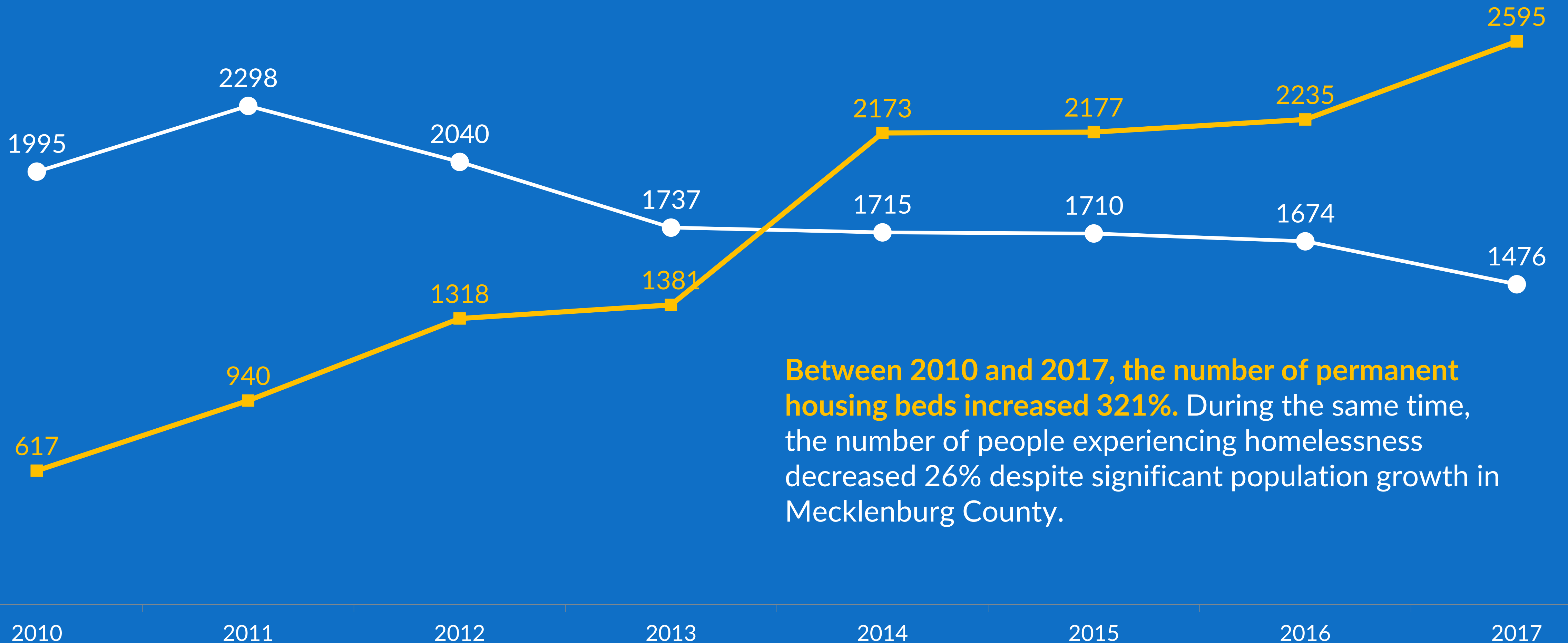
POINT-IN-TIME COUNT 2010 - 2017



HOMELESSNESS DECREASES AS PERMANENT HOUSING INCREASES

POINT-IN-TIME COUNT & HOUSING INVENTORY COUNT 2010 - 2017

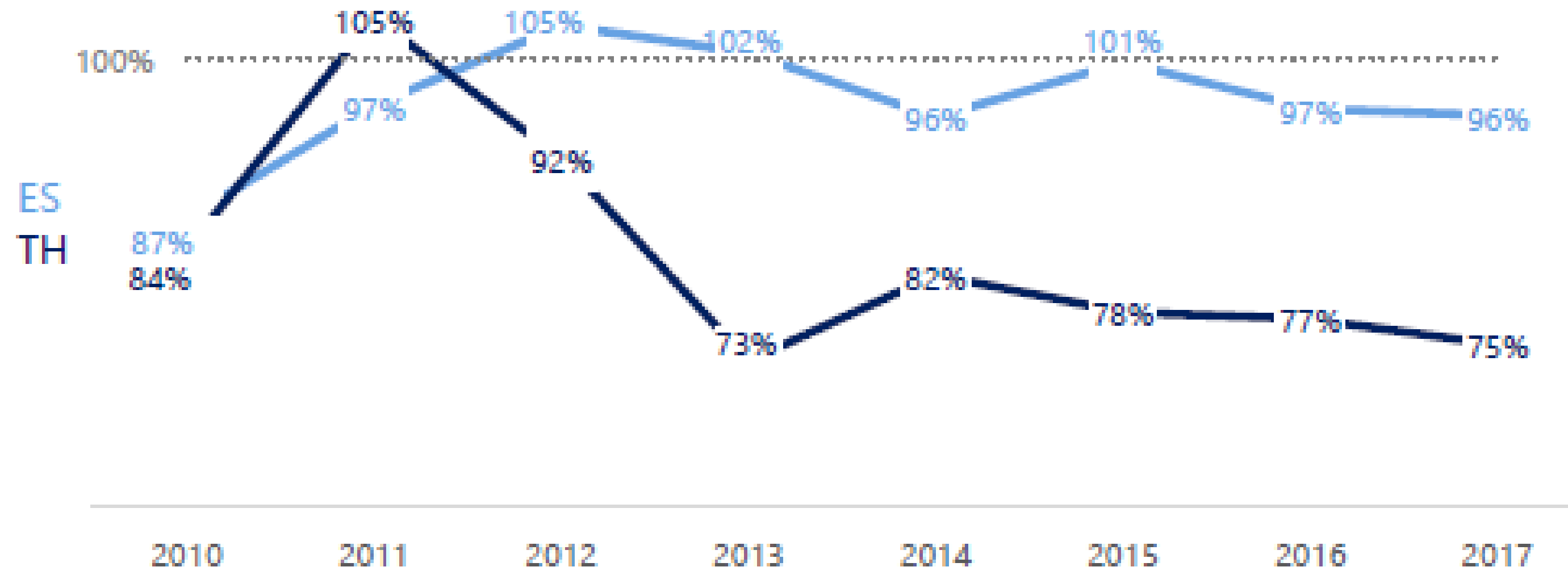
People Experiencing Homelessness —
Permanent Housing Beds —



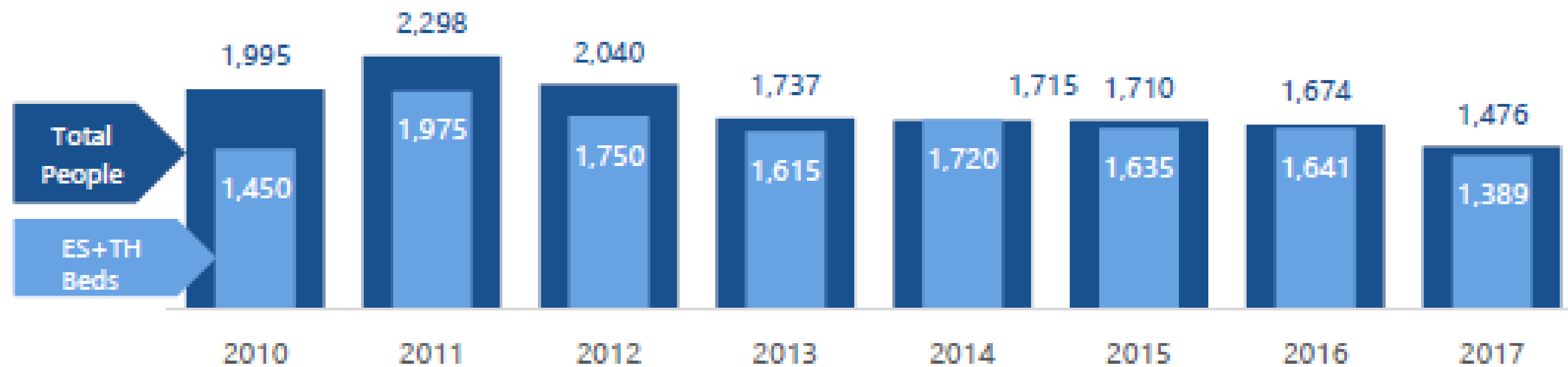
Between 2010 and 2017, the number of permanent housing beds increased 321%. During the same time, the number of people experiencing homelessness decreased 26% despite significant population growth in Mecklenburg County.

Historically, emergency shelters were at or near capacity on the night of the count, while transitional housing programs were relatively under capacity.

Bed Utilization on Night of Count
2010-2017



Since 2010, the gap between need (people) and capacity (ES and TH beds) has decreased.



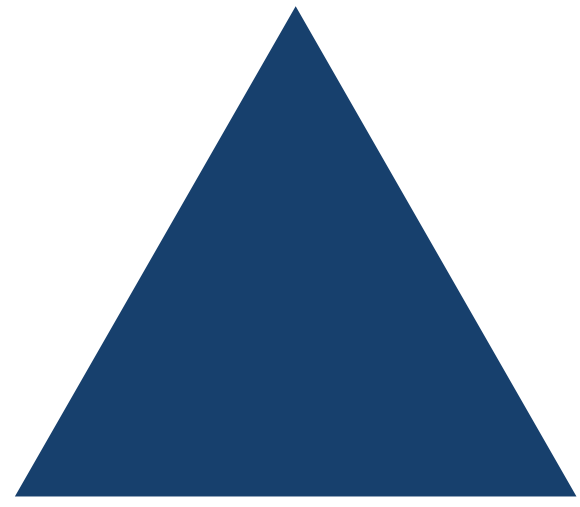
PROGRESS

The system performance measures below indicate how effective the homeless services system is at making homelessness rare, brief, and nonrecurring.



MECKLENBURG COUNTY

SYSTEM PERFORMANCE MEASURES FY 2015 & FY 2016



5 DAYS

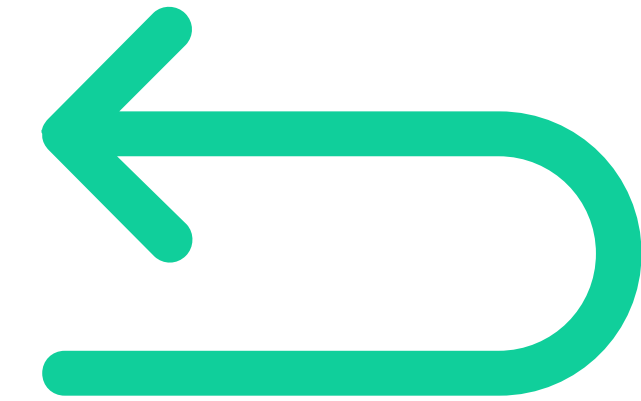
**INCREASE IN
AVERAGE LENGTH
OF SHELTER STAY
FROM FY 15 TO FY 16**



70%

**FIRST TIME
HOMELESS**

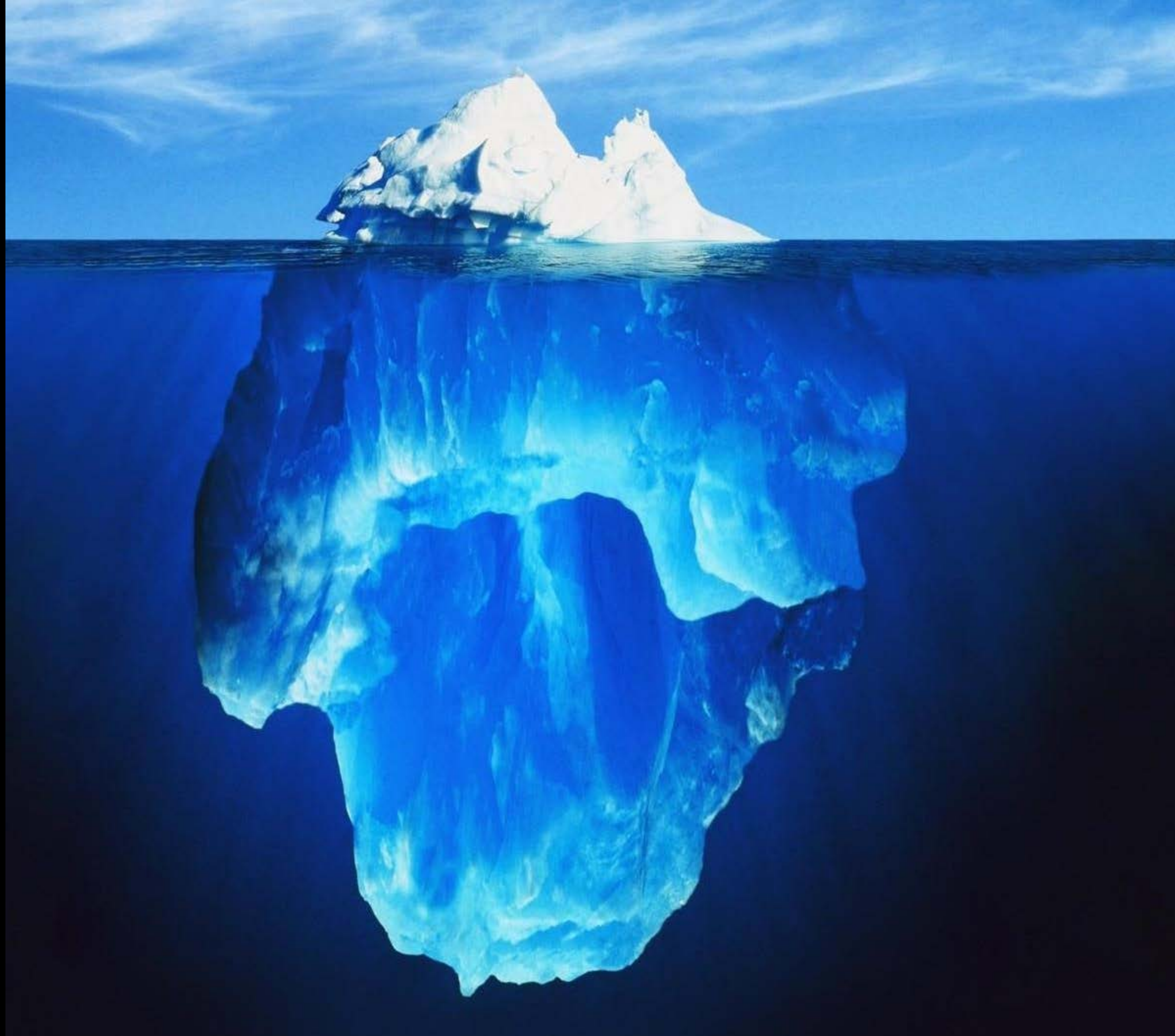
FY 16



18%

**RETURN TO
HOMELESSNESS
WITHIN 2 YEARS**

FY 16



SOURCE: WWW.SCHS.STATE.NC.US/DATA/HSA/

North Carolina Social Determinants of Health by Regions



About

Region 1

Region 2

Region 3

Region 4

Region 5

Region 6

Region 7

Region 8

Region 9

Region 10

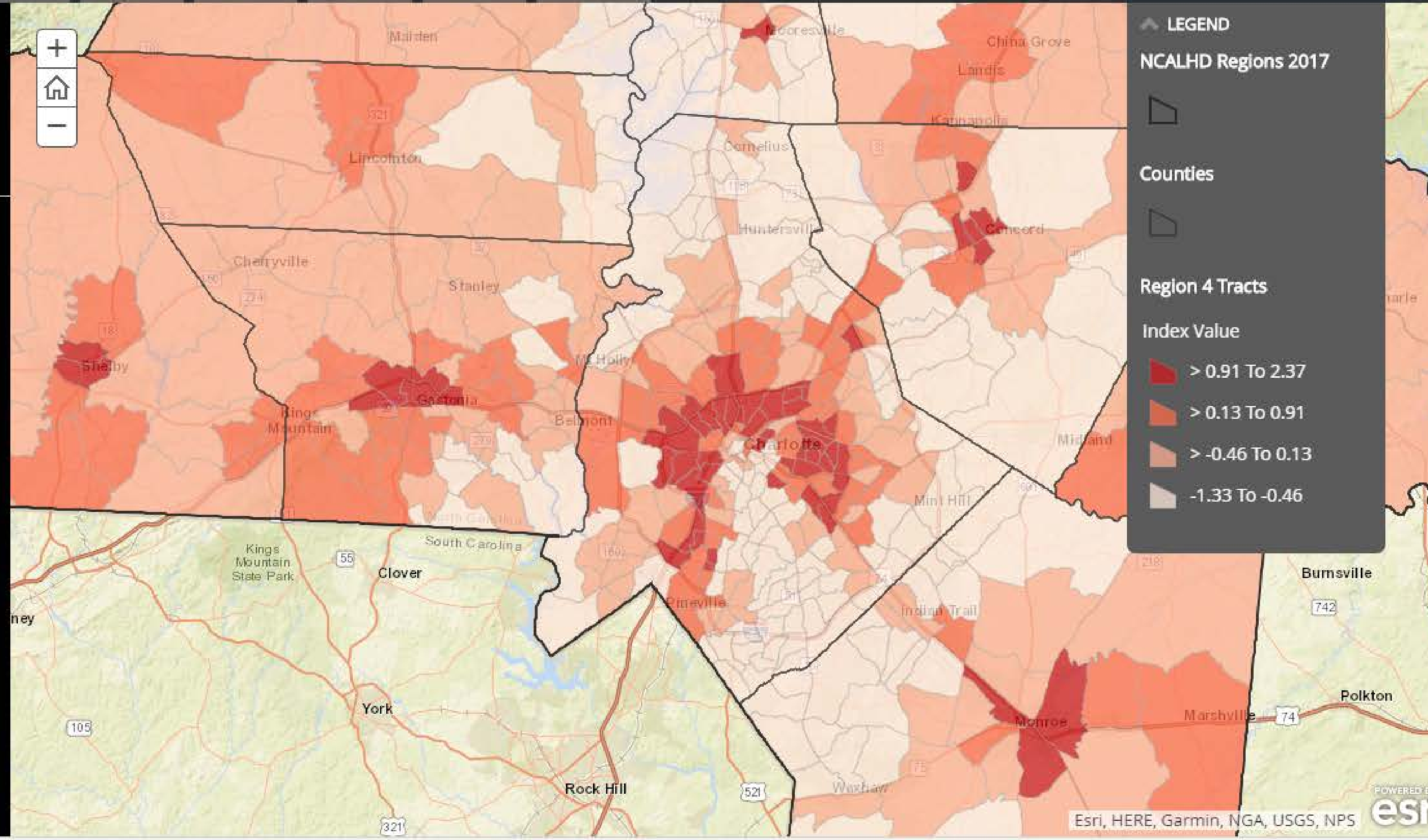
A story on health influences



NC Social Determinants of Health - Local Health Departments Region 4

Looking at the 12 different maps of the Social Determinants of Health (SDOH) at the same time can be difficult. By using an index, the maps can be combined into one map in order to view the indicators together. The SDOH index combines the indicators within the three domains: Social & Neighborhood Resources, Economic, and Housing & Transportation. The overall index is an average of the three domains.

Z-scores were used to create the index, which allows for standardization among all of the indicators. A z-score is a measure of how many standard deviations above or below an estimate is from an overall mean. So, the index is a metric of whether the SDOH in a census tract are above or below the regional average and by how much. High values indicate the census tracts with the highest disparities among the social determinants of health.



SOURCE: EVICTIONLAB.ORG

EVICTION RATE



EVICTION FILING RATE

BAR



LINE

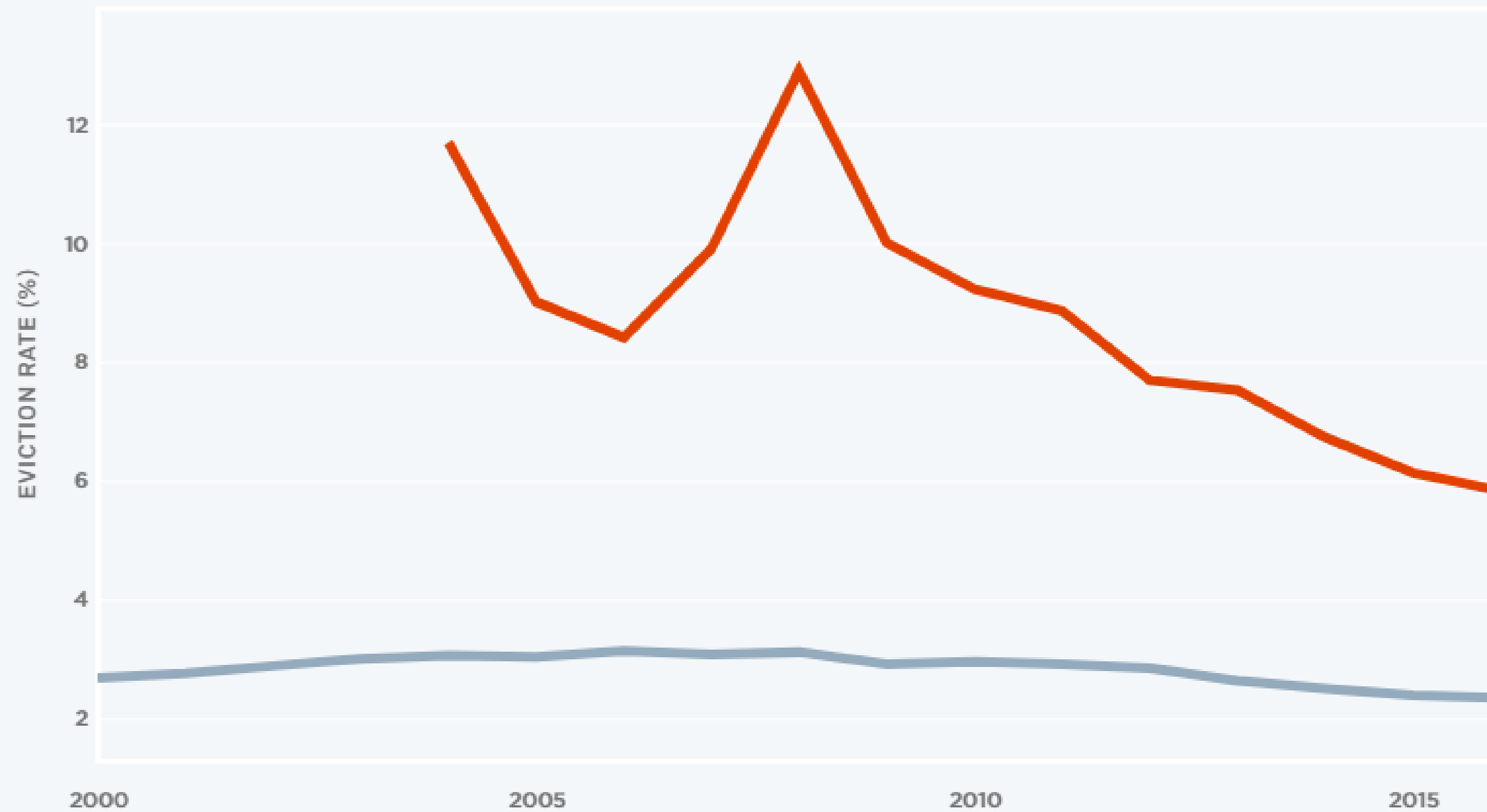
RANGE

2000



TO

2016



Mecklenburg County




NORTH CAROLINA



United States



QUESTIONS

A photograph of a city skyline at sunset. The sky is filled with dramatic, dark clouds illuminated from below by the setting sun, creating a warm orange and yellow glow. Several skyscrapers are visible, including a prominent one with a pointed top. In the foreground, a multi-level highway bridge with concrete pillars spans across a green, tree-filled area.

UNDERSTANDING COMMUNITY

PROGRESS

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NCCEH | MAY 1, 2018

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