

Homeless Housing, Assistance, and Prevention (HHAP)

Goal Setting 101

May 6, 2022

Agenda

Introductions and Goals for this Session (5 mins)

Background on HHAP 3 Performance Measures (5 mins)

Setting Ambitious but Reachable Outcome Goals (15 mins)

Developing Data-Informed Practices to Review Progress (5 mins)

Technical Assistance Provider: Third Sector

Third Sector is a nonprofit technical assistance organization that helps government agencies to reshape their programs, systems, and services toward better outcomes

TEAM



Debra Solomon

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“It can be hard to forecast what will happen post-pandemic, but it’s important to set outcomes goals – and create data-informed processes to review our progress.”



Jess Praphath

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“Setting outcome goals can feel abstract, but it can also truly guide your work in profound ways.”

Role: Supporting HHAP grantees to set—and achieve—ambitious outcome goals and impact client outcomes

We have three main goals for this session

- 1 Review HHAP 3 performance measures and requirements for outcome goals
- 2 Provide grantees with frameworks and guidance to set HHAP 3 outcome goals
- 3 Discuss ways to create processes to continuously review progress on your HHAP 3 performance measures and outcome goals

After this session, we will host 2 office hours sessions where grantees can ask questions or bring specific challenges to workshop through. You will receive an invitation via email.

Thursday, May 12: 11 am - 12 pm

Monday, May 16: 2:30 - 3:30 pm

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HHAP 3 key dates and features

Visit the linked webpages for more [information on HHAP 3 grants](#) and [resources for HHAP 3](#) (FAQ, webinar recordings and presentations, etc.)

All applicants will set outcome goals in their HHAP 3 applications due June 30, 2022



All applicants will set HHAP 3 outcome goals for the period of **July 1, 2021 - June 30, 2024**



Grantees should have already received their CoC **baseline data** and will use that baseline data to complete the [application template](#)



Achieving outcome goals can unlock **bonus funding. (\$180 million available)**

HHAP 3 includes a requirement to present outcome goals publicly

Visit the linked webpages for more [information on HHAP 3 grants](#) and [resources for HHAP 3](#) (FAQ, webinar recordings and presentations, etc.)

Applicants are required to present draft outcome goals at a “regular meeting of your governing body” prior to June 30, 2022



The outcome goals presented at the public meeting do NOT need to be final – they can and should be **draft outcome goals**.



After receiving the baseline data and technical assistance around goal setting, grantees can choose to update the governing board on the final goals, but this is **NOT** a requirement.

The goal of presenting outcome goals at a public meeting is to engage community members and **solicit feedback**.

All HHAP 3 grantees are setting outcome goals for the same performance measures

Performance Measures (See HHAP 3 Data Tables)

#1a: Reducing the number of persons experiencing homelessness (as measured by individuals accessing services).

#1b: Reducing the number of persons experiencing homelessness on a daily basis (as measured by the annual or bi-annual Point in Time Count).

#2: Reducing the number of persons who become homeless for the first time.

#3: Increasing the number of people exiting homelessness into permanent housing.

#4: Reducing the length of time persons remain homeless.

#5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

#6: Increasing successful placements from street outreach.

For each performance measure, grantees will also describe focus populations that are underserved or disproportionately impacted by homelessness and submit trackable data goals.

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What is an Outcome Goal?

The Outcome Goals within the Local Homelessness Action Plan specify the **expected level of achievement** on each of six performance measures related to preventing and reducing homelessness as well as how those goals apply to disproportionately impacted populations.

Setting outcome goals can **motivate progress** towards improvement on performance measures.

Outcome goals should represent achievable progress from the Baseline Data period through June 30, 2024.

So what? Why do the goals matter?

As HHAP 3 grantees, your outcome goals should guide your investments (time, energy, resources). Achieving all 6 outcome goals in 2024 will make you eligible for bonus funding.

Your goal is to set ambitious but achievable outcome goals

Try to set goals that are a stretch...

Why set a stretch goal?

- **Impact:** As an applicant, you want to set goals that have a meaningful impact on client and community circumstances
- **Psychology:** One of the main reasons to set ambitious goals is to give yourself a north star to reach for, and to push your staff beyond what you all think you may be able to accomplish

BUT are also reachable

Why set achievable goals?

- **Impact:** Setting realistic, achievable goals will make it possible for grantees to achieve the goals and receive critical bonus payments
- **Psychology:** By setting outcome goals that can be achieved, grantees can maintain staff morale and commitment to this important work

Setting outcome goals is about stories: What do you expect? What can you affect?

As you set outcome goals, think through the story you are telling

- What investments will you make and what impact will these investments have on the baseline data you were provided?
- There are many factors at play (past HHAP activities, trends in outcome measures to date, local housing market conditions, etc.). How will they drive changes?
- Everything is connected: How will movement on one metric affect another?

Try thinking about small, incremental change over time

- Could you increase (or decrease) performance measures by a relatively small, incremental amount in a year? 1%? 5%?
- How would small incremental changes every year lead to smaller or larger changes down the road?

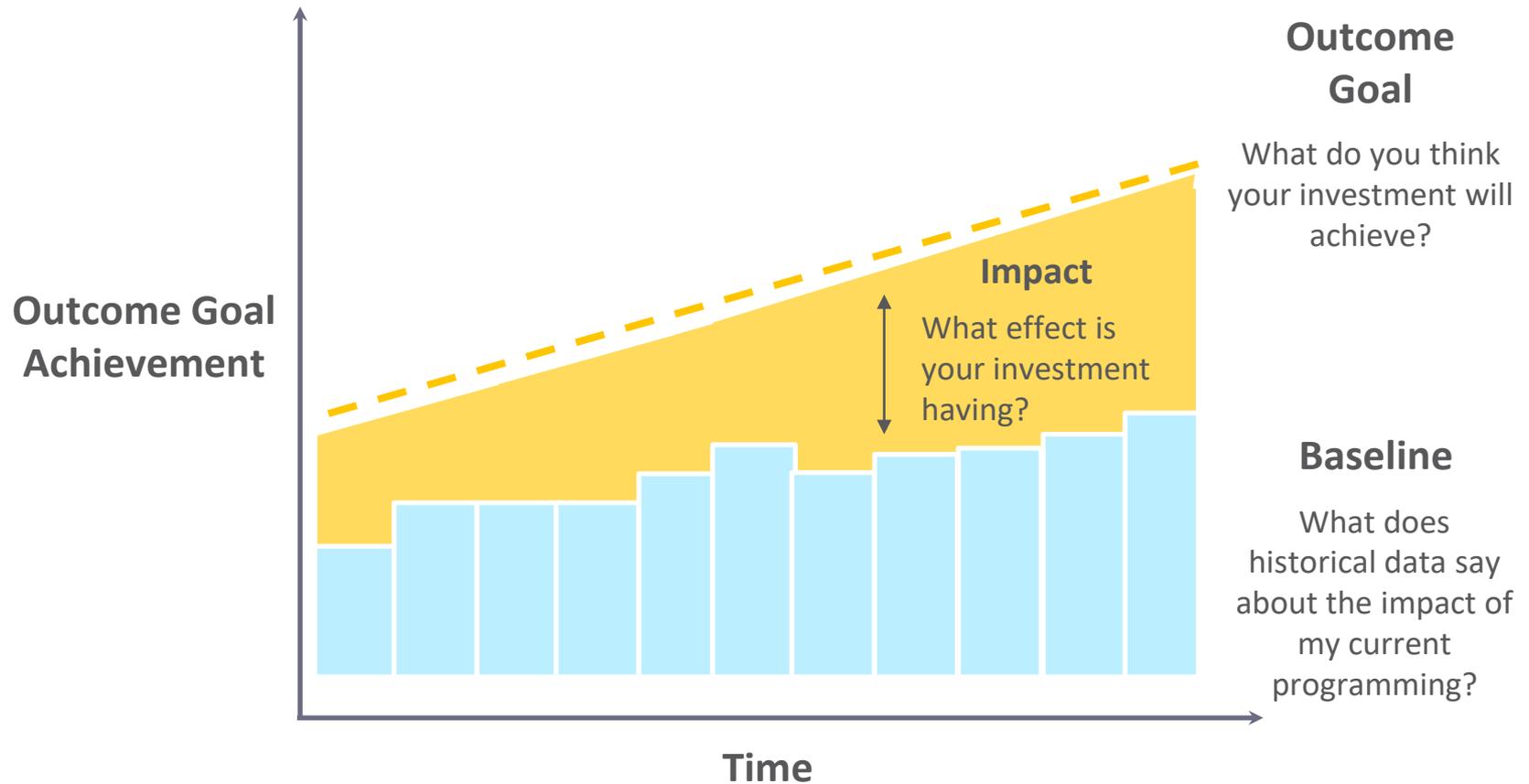
Try reverse thinking

- What would it take to improve your results on an outcome by 5%? 10%?
- In order to move the needle, where would you need to invest? What would you need to do differently? Are you implementing those efforts now?

Reference slides 16 and 17 from the [Baseline Data webinar](#) for additional considerations



A simplified visual of the story you're telling and how you're managing towards your intended impact

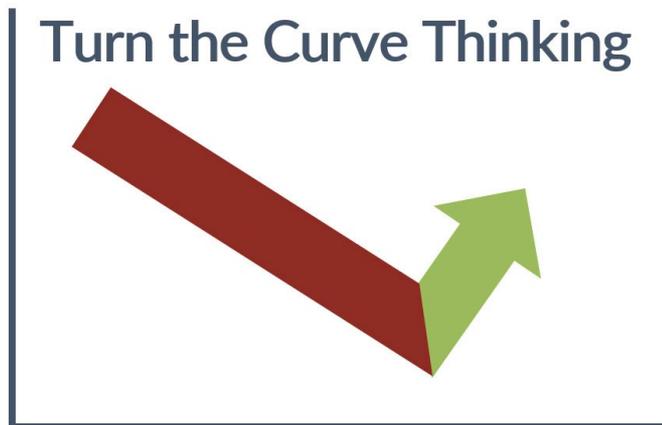


Understanding trends and how to stop or reverse them

Some common questions and a framework about setting outcome goals

Q: What if we are trying to improve, but because of things that are outside of our control, we think our numbers will get worse?

A: Some grantees may be forecasting increasing numbers of people entering homelessness. If you anticipate increasingly negative numbers, could you think about slowing down the rate of the negative trend?



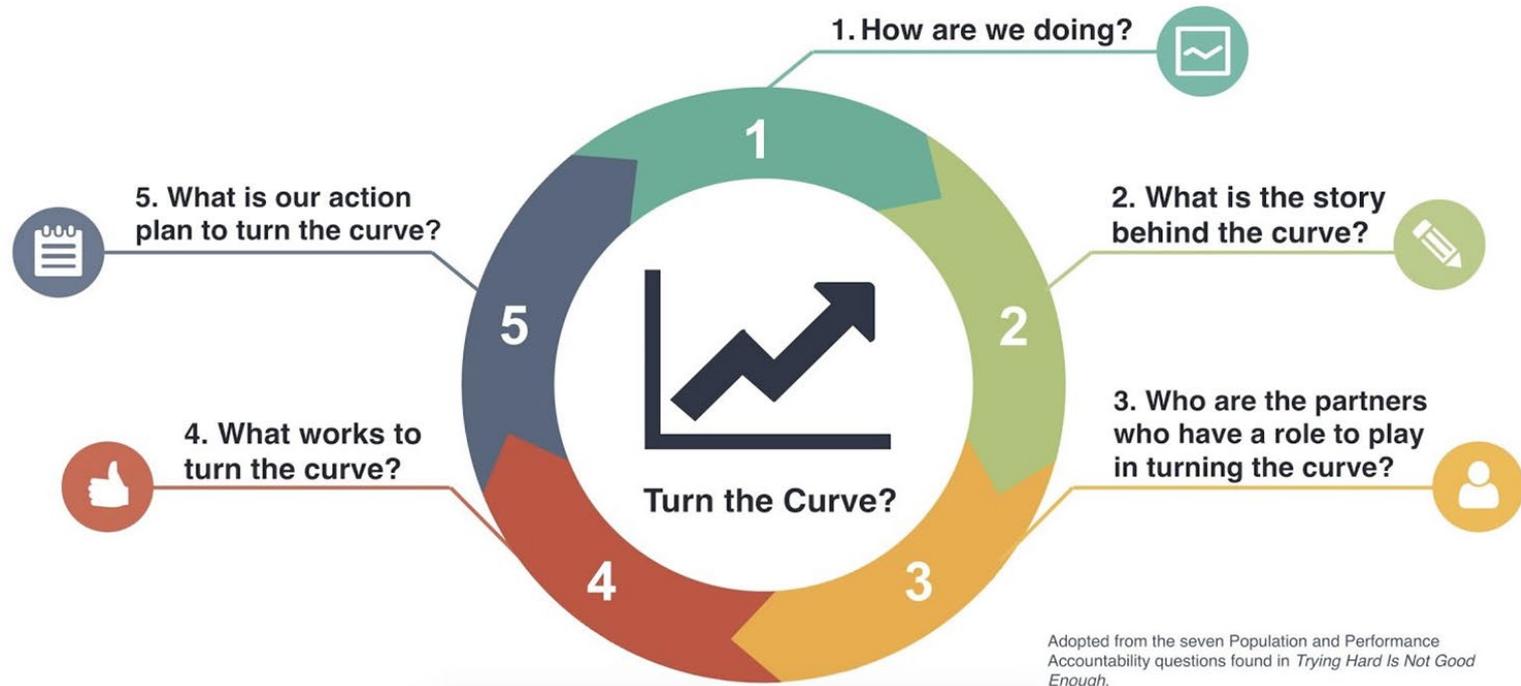
Results-Based Accountability™ (RBA) is a framework for improvement that focuses on looking at data and making incremental improvements.

In RBA, one popular question is, “How can we turn the curve?”

Understanding trends and how to stop or reverse them

Results Based Accountability™

Turn the Curve Thinking



Aligned story telling

Some common questions about setting outcome goals

Q: I want to inspire my staff and our partners so we can all reach 100% of our ambitious goal (for instance, ending homelessness). Doesn't setting outcome goals below 100% go against that?

A: Your ultimate, aspirational goals and the outcome goals you set for HHAP 3 will be different; however, they should be aligned and messaged consistently.

Try this: Our ultimate goal is to end homelessness. We are taking steps towards that. For the next X years, we are committed to **[insert performance measure]** by **[outcome goal %]**.

Q: We don't know what we will be facing post-pandemic. Shouldn't we just set safe goals that we know we can reach?

A: We want to set goals we are able to reach, but we also want to set goals that give us something to work toward.

Performance Measures 1-3: Outcome Goal-Setting Worksheet

Performance Measure	Metric	Baseline Performance	What Story Will You Tell? What Impact Do You Expect to Have?
#1a: Reducing the total # of people experiencing homelessness (as measured by individuals accessing services.)			
#1b: Reducing the total # of people Experiencing homelessness on a daily basis (as measured by the annual or bi-annual PIT Count)			
#2: Reducing the # of persons who become homeless for the first time			
#3: Increasing the # of people exiting homelessness into permanent housing			

Performance Measures 4-6: Outcome Goal-Setting Worksheet

Performance Measure	Metric	Baseline Performance	What Story Will You Tell? What Impact Do You Expect to Have?
#4: Reducing the length of time persons remain homeless			
#5: Reducing the # of persons who return to homelessness to permanent housing			
#6: Increasing successful placements from street outreach			

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Setting outcome goals is the first step in a process of continuous improvement

Setting a process to review data

How you will review progress on your goals?

- What tools do you currently use to share data and improve results? What new tools do you think you need?
- In what meeting spaces will you review data? Will it be a regular or special meeting?
- Who will present and review data?
- Who needs to be engaged in the meeting and who should be informed?

Creating a data-informed culture

How do you want people to show up?

- What values and mindsets do you want your continuous improvement activities to be founded on (e.g., prioritize learning, trust and shared accountability, keep it human centered, etc.)?
- Who does not have a seat at continuous improvement conversations and why not? How might you engage them, and what do you want them to contribute?

What happens after I set outcome goals?

Next Steps

Prior to June 30: Present draft outcome goals at public meeting to engage community members and solicit feedback on the outcome goals

After June 30: Outcome goals are finalized and submitted with your application for HHAP 3 funding

Every quarter: Cal ICH will provide data reports and calculations so grantees receive information on how they are performing on outcome goals

Questions?

If you have additional questions, please join us for Office Hours at the following times:

Thursday, May 12: 11 am - 12 pm

Monday, May 16: 2:30 - 3:30 pm

You will receive invitations via email.

Any additional questions can be directed to CA ICH at hhap@bcsh.ca.gov.

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