

**Spokane Regional Continuum of Care  
Five-Year Performance Management Plan  
2025-2030**

*Updated May 2025*



**SPOKANE REGIONAL**  
Continuum of Care

# Spokane Regional CoC Performance Management Plan

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## Introduction

The Spokane Regional Continuum of Care (CoC) Performance Management Plan identifies minimum performance expectations and system performance targets for the CoC and outlines how performance is measured and monitored.

This plan should help homeless assistance projects in managing their performance and ensuring access to ongoing funding.

## Background

The CoC's geographic area includes the entirety of Spokane County. The City of Spokane's Community, Housing, and Human Services (CHHS) Department serves as the Collaborative Applicant<sup>1</sup> for the Department of Housing and Urban Development (HUD) Continuum of Care grant, is a lead grantee for the Department of Commerce Consolidated Homeless Grant (CHG) and sits as the City's representative on the CoC Board. Spokane County also receives, as a lead grantee, CHG funding and also sits on the CoC as the County representative. The City of Spokane Valley currently provides grant opportunities to homeless providers from their general fund and also receives a portion of locally collected document recording fees from the County that are also used to help support their homeless population; and also sits on the CoC as the City of Spokane Valley representative.

## Basics of Performance Measurement

### System Performance Targets

For CoC purposes, the system includes, at minimum, all CHG and CoC funded homeless services projects operating within the geography of the CoC. Other projects may wish to participate in HMIS and our CoC encourages their participation to expand the data that our CoC requires to make informed policy decisions as it relates to the delivery of homeless services. Measuring performance of the system is important, as it helps us understand how well we are doing at addressing and ending homelessness. Additionally, it can help our community identify areas of the system that could be replicated or may need improvement. Lastly, as part of the CoC Program regulations, HUD requires that all CoCs monitor the performance of their system. To drive better outcomes for participants in the homeless system and to achieve the goal of ending homelessness for all populations, the CoC has set targets for all performance measures deemed key indicators of high performing systems. All projects within the homeless system are expected to make progress towards the system targets for all applicable project performance measures.

The Systems Performance Measures (SPMs) from the U.S. Department of Housing and Urban Development (HUD) are a set of standardized metrics designed to assess the effectiveness and efficiency of local homelessness assistance systems. These measures us track our progress toward ending homelessness and improving the performance of their programs.

Here are the key Systems Performance Measures HUD uses to evaluate homeless assistance systems:

#### **1. Length of Time Homeless**

- This measure tracks how long people experience homelessness before they are connected to permanent

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<sup>1</sup> [CoC Governance – Collaborative Applicant - HUD Exchange](#)

housing. The goal is to reduce the length of time a person or family remains homeless, which is a key indicator of a system's efficiency.

## **2. Returning to Homelessness**

- This measures the percentage of people who exit homelessness but return within a specified time period, usually within 12 months. A lower rate of return is an indicator that the system is effectively preventing future homelessness.

## **3. First-Time Homelessness**

- This measure looks at the number of people experiencing homelessness for the first time in a given period. It helps assess how well the system is preventing new homelessness.

## **4. Successful Permanent Housing Outcomes**

- This measure tracks the percentage of people who exit homelessness and remain in permanent housing (or move to permanent housing destinations) after leaving homelessness assistance programs. A higher percentage indicates that the system is successfully moving people out of homelessness into stable housing.

## **5. Employment and Income Growth for Homeless Persons in CoC Programs**

- This measures the percentage of people in homelessness assistance programs who experience an increase in employment income. Employment is a key factor in achieving long-term stability for individuals exiting homelessness.

## **6. Criminal Justice Involvement of People Experiencing Homelessness**

- This measure tracks whether individuals experiencing homelessness become involved in the criminal justice system. A reduction in criminal justice involvement is seen as an indicator that the system is providing effective services that help people avoid re-entry into the justice system.

## **7. Homelessness Prevention and Housing Stabilization**

- This assesses the effectiveness of programs aimed at preventing homelessness and helping individuals and families remain housed. It evaluates how well the system supports households at risk of homelessness or those struggling to maintain stable housing.

These measures help HUD and CoCs assess whether they are achieving their goals of reducing homelessness and improving the quality of life for those affected. They are used as part of the **Homelessness Management Information System (HMIS)** to collect, analyze, and report data on homelessness. CoCs submit their data annually to HUD, which uses this information to gauge national progress and identify areas for improvement in homelessness programs.

By tracking these outcomes, HUD encourages systems to identify strengths and gaps, improve services, and ultimately reduce homelessness.

## **Minimum Performance Standards**

Measuring the performance of homeless assistance projects is critical for a number of reasons. It helps us understand how well projects are doing at ending homelessness, as well as what issues projects may need to improve upon. It helps us identify project types/models that may be more successful at ending homelessness than others. Additionally, HUD, the WA State Department of Commerce, and other key funders require project performance reporting and monitoring. To help drive system performance, the CoC has set minimum performance standards that funded projects are expected to maintain over the course of an annual period.

## **Setting Performance Objectives**

The CoC Board in collaboration with the Collaborative Applicant was tasked with creating this Performance Management Plan, including setting the minimum performance standards and system performance targets, to establish a system performance improvement strategy for the CoC and an annual review process for projects funded under the City's Homeless Services RFP. CHHS staff considered HUD's project performance objectives and system performance measures, Commerce's system performance expectations, and CoC projects' combined

performance on those objectives in determining where to set minimum standards and system targets for the CoC's project portfolio. The Collaborative Applicant, in partnership with Sub Committees, reviewed current projects' performance, as well as anecdotal community and project information, to help determine what goal to set.

## Monitoring Project and System Performance

### Quarterly Performance Reporting

Homeless assistance projects' performance is monitored on a quarterly basis via the Homeless Management Information System (HMIS) generated Quarterly Performance Report (QPR). The QPR provides project-level performance information for each measure listed in this plan and is shared with the CoC Board and funded providers each quarter.

The QPR is meant to be generated from HMIS after the end of each quarter; however, it is available for agencies to run and review at any time for a custom performance period. Providers should be sure their HMIS data has been fully updated and is accurate prior to the generation of each report. The quarters are as follows:

- First Quarter = July 1 – September 30
  - Reports performance data for first quarter
- Second Quarter = July 1 – December 31
  - Reports performance data for first and second quarters
- Third Quarter = July 1 – March 31
  - Reports performance data for first, second, and third quarters
- Fourth Quarter = July 1 – June 30
  - Reports performance data for the full year

All projects should review their quarterly performance data and provide outcomes of key metrics to the Collaborative Applicant. Projects that consistently fail to meet project performance objectives should develop internal plans and processes for improvement, with the assistance of the Collaborative Applicant.

### Annual Performance Review

On an annual basis, the CoC's Funding and RFP Committee will review performance data from the past award year (July to June) and make recommendations to the CoC Board regarding monitoring plans and funding allocations/reallocations.

### Victim Services Providers

Domestic Violence (DV) victim services providers are not required to participate in HMIS but must maintain a comparable database. While victim service providers do not have their performance data generated out of HMIS via the QPR, all funded DV providers will be required to submit performance data to CHHS staff as requested for annual project evaluation, funding application, or monitoring purposes.

### Sharing QPR Data

Each quarter, project QPRs submitted to the Collaborative Applicant will be posted on the CHHS website for all funded projects within 45 days of the end of the quarter. Staff will work with providers to ensure that all performance data to be shared with the public is as accurate as possible. Performance narratives will be included in the posted dashboard for each project.

## Corrective Action Planning

Projects that fail to maintain minimum performance standards or make progress towards system performance targets (outlined in the performance improvement timeline section of each grant agreement) will be required to participate in a Corrective Action Planning (CAP) process. Ongoing poor performance could ultimately result in the loss or reduction of funding. More detail on the CAP process can be found in the Corrective Action Plan Guide.

## System-Level Performance Reporting

The system-level performance will be reported annually to the CoC Board in accordance with the HUD System Performance Measures (SPM) Report. Please note that not all performance measures outlined in this plan are included in the SPM.

## Implementing the Performance Management Plan

Collaborative Applicant (CA) staff are responsible for implementing this Performance Management Plan on behalf of the Spokane City/County CoC. Implementation involves working with HMIS staff and providers to publicly share the QPR, reviewing all data therein, and sharing project and system performance information with the CoC on a quarterly basis. In reviewing quarterly and annual project performance information, staff will also work with the Spokane City/County CoC Funding and RFP Committee to identify any consistently under-performing projects and target them for CAP development as needed. The CA staff will report on system performance on the measures in this plan at least annually.

In addition to monitoring project and system performance, CA staff work with the CoC Funding and RFP Committee to annually review and update the Performance Management Plan measures and goals.

## Providers' Responsibilities and Meeting Performance Objectives

### Ensure HMIS Data Quality

Because the QPRs used to monitor project performance are generated from HMIS, it is critical that HMIS data be accurate, timely, and complete. To this end, it is essential that providers adhere to the data quality standards outlined in the Spokane HMIS Data Quality Plan. All data entered into the CoC's HMIS shall be a reflection of information provided by the client, as documented by the intake worker or otherwise updated by the client and documented for reference. All required data elements for each program type must be entered by the 10<sup>th</sup> day of the following month (including weekends and holidays) for all client activity during the preceding month. The percentage of required data elements identified as 'missing /data not collected' should be no more than 1%, depending on project type and data element. Average rates of 'client doesn't know' or 'client refused' must adhere to the acceptable average determined for the project type as set by the HMIS Committee. For a comprehensive outline of data quality expectations for participation in the CoC's HMIS, please see the Spokane HMIS Data Quality Plan. Monthly Data Quality reports are required to be submitted by each provider and failure to meet this requirement will result in performance deficiencies.



## Run and Review Monthly and Quarterly Project Report

To help homeless providers manage their performance on the objectives laid out in this Performance Management Plan, HMIS staff have made monthly and quarterly reports available to providers. The QPR provides detailed information about a project's performance on all the objectives in this plan including client-level data. The QPR will be generated by the HMIS team and sent to the provider for their review. If the data does not reflect what they believe to be an accurate representation of the work they've completed, it is incumbent on the provider to work closely with the HMIS staff to remedy the data. Providers will have a prescribed timeline to rectify the errors prior to the QPR being publicly presented.

Providers can run the QPR on their projects using HMIS whenever they like to better understand in real-time how they performed on all the objectives in this Performance Management Plan. At a minimum, though, HMIS will run the QPR on a quarterly basis and submit the report to providers within 15 days of the end of the quarter. Any projects that may not be meeting minimum performance standards ought to be accompanied by a brief narrative overview explaining quarterly outcomes for each performance measure inclusive of steps taken during the quarter to improve performance, external factors that influenced performance during the quarter, and planned actions to improve or maintain high performance in the following quarter. This narrative is an opportunity to highlight challenges faced by the project, areas of success (particularly those which are replicable by other providers), and to address steps for performance improvement. Performance narratives will be included in the published report for all projects. The CA encourages projects that are meeting or exceeding performance measures to include a narrative on their project. This provides the public an opportunity to learn more about the agency and the program.

## Develop Internal Improvement Plans as Needed

Providers should monitor their own performance on all project performance objectives on, at minimum, a quarterly basis. If providers notice in the QPR that they are not meeting an objective, it is their responsibility to develop internal plans to address the poor performance and they should ensure that improvement is made. As previously mentioned, projects that fail to meet an objective for at least one year may be targeted for development of a CAP. Once on a CAP, a project runs the risk of losing renewal funding if they are not able to improve their performance within a specific timeframe. Ensuring that project performance objectives are met will keep projects from being targeted for CAP development.

## Participate in Corrective Action Plan as Required

As mentioned previously, projects that fail to maintain minimum performance standards or to make adequate progress towards system performance targets may be required to participate in a CAP. Ongoing poor performance, or failure to fully participate in the CAP, could ultimately result in the loss or reduction of funding. More details on the CAP process can be found in the Corrective Action Plan Guide.

## Spokane Regional CoC Project Performance Measures

The following are the project performance objectives for Spokane Regional CoC homeless assistance projects. The goals apply to all CoC-funded homeless projects and all City-funded coordinated entry, emergency shelters, rapid re-housing, transitional housing, diversion, street outreach, and permanent supportive housing projects. Overflow and seasonal emergency shelters are exempt from the performance standards.

Projects that are newly funded that does not meet the minimum performance standards will have adequate time to achieve the minimum performance expectations outlined below. This timeline will be determined, in collaboration, with the provider, RFP Committee, and CA staff. Moreover, the type of project must also be considered when determining the performance improvement timeline. Projects that do not meet minimum performance standards will be required to develop a Corrective Action Plan (CAP). Projects that do not meet minimum performance standards or fail to fully participate in the CAP by the end of the end of the next quarter may face a loss or reduction of funding.

***Night-by-night Emergency Shelter Projects Performance Measures***

<b>Measure</b>	<b>Minimum Performance Standard</b>	<b>System Performance Target</b>
Length of Time Homeless in ES (SPM Metric 1a.1)	Emergency Shelter (ES) projects will have an average length of stay of no more than 90 days	Emergency Shelter (ES) projects will have an average length of stay of no more than 30 days
Exits to Permanent Housing (SPM Metric 7b.1)	At least 40% of persons in ES projects will move into permanent housing at exit	At least 50% of persons in ES projects will move into permanent housing at exit
Exits to Temporary or Institutional Settings (SPM Metric 7a.1)	At least 25% of persons in ES projects will move to certain temporary and institutional settings at program exit	At least 30% of persons in ES projects will move to certain temporary and institutional settings at program exit.
Returns to Homelessness (SPM Metric 2b)	ES projects will have no more than 20% of adults who exited to permanent housing return to homelessness within two years of exit	ES projects will have no more than 10% of adults who exited to permanent housing return to homelessness within two years of exit
Employment and Income Growth (SPM Metric 4.6)	At least 35% of person in ES projects will gain or increase employment or non-employment cash income at exit, when they have a Date of Engagement.	At least 50% of person in ES projects will gain or increase employment or non-employment cash income at exit, when they have a Date of Engagement.
Average Length of Time to Date of Engagement (Local Measure)	The average length of time for persons enrolled in ES projects between enrollment and the person's date of engagement shall be no greater than 30 days	The average length of time for persons enrolled in ES projects between enrollment and the person's date of engagement shall be no greater than 10 days

***Continuous Stay Emergency Shelter Projects Performance Measures***

<b>Measure</b>	<b>Minimum Performance Standard</b>	<b>System Performance Target</b>
Length of Time Homeless in ES (SPM Metric 1a.1)	Continuous Stay Emergency Shelter (CSES) projects will have an average length of stay of no more than 90 days	Continuous Stay Emergency Shelter (CSES) projects will have an average length of stay of no more than 30 days
Exits to Permanent Housing (SPM Metric 7b.1)	At least 55% of persons in CSES projects will move into permanent housing at exit	At least 80% of persons in CSES projects will move into permanent housing at exit
Exits to Temporary or Institutional Settings (SPM Metric 7a.1)	At least 25% of persons in CSES projects will move to certain temporary and institutional settings at program exit	At least 30% of persons in CSES projects will move to certain temporary and institutional settings at program exit.
Returns to Homelessness (SPM Metric 2b)	CSES projects will have no more than 20% of adults who exited to permanent housing return to homelessness within two years of exit	CSES projects will have no more than 10% of adults who exited to permanent housing return to homelessness within two years of exit
Average Rate of Utilization (Local Measure)	The average numbers of persons enrolled in CSES projects per night will represent no less than the 85% of projects' total bed inventory	The average numbers of persons enrolled in CSES projects per night will represent no less than the 95% of projects' total bed inventory
Employment and Income Growth (SPM Metric 4.6)	At least 40% of person in CSES projects will gain or increase employment or non-employment cash income or at exit.	At least 50% of persons in CSES projects will gain or increase employment or non-employment cash income or at exit.

Homelessness Diversion Projects Performance Measures		
Measure	Minimum Performance Standard	System Performance Target
Successfully Diverted from the Homeless System (Includes both exits to PH and temp stays with friends and family) (Local Measure)	At least 55% of persons in Homeless Diversion projects are successfully diverted	At least 80% of persons in Homeless Diversion projects exit to permanent housing at program exit.
Returns to Homelessness (Local Measure)	Diversion projects will have no more than 6% of persons who exited to permanent housing return to homelessness within 1 year.	Diversion projects will have no more than 5% of persons who exited to permanent housing return to homelessness within 1 year.

<b>Street Outreach Projects Performance Measures</b>		
<b>Measure</b>	<b>Minimum Performance Standard</b>	<b>System Performance Target</b>
Exits to Permanent Housing (SPM Metric 7a.1)	At least 40% of persons in Street Outreach (SO) projects will move into permanent housing at exit.	At least 50% of persons in Street Outreach (SO) projects will move into permanent housing at exit.
Average time from Date of Engagement to Successful Exit (Changed from Average Length of Time to Date of Engagement) (Local Measure)	The average length of time from date of engagement to successful exit is 90 days.	The average length of time from date of engagement to successful exit is 60 days.
Exits to Temporary or Institutional Settings (SPM Metric 7a.1)	At least 25% of persons in SO projects will move to certain temporary and institutional settings at program exit	At least 30% of persons in SO projects will move to certain temporary and institutional settings at program exit.
Successful Exits from Street Outreach (SPM Metric 2b)	At least 55% of persons in SO projects will move into permanent housing or to certain temporary and institutional settings at program exit.	At least 65% of person in SO projects will move into permanent housing or to certain temporary housing and institutional settings at program exit. (Change from 80%)
Returns to Homelessness (SPM Metric 2b)	SO projects will have no more than 20% of adults who exited to permanent housing return to homelessness within two years of exit	SO projects will have no more than 10% of adults who exited to permanent housing return homelessness within two years of exit.
Serving those with the Long Lengths of Homelessness (Local Measure)	At least 64% of persons served by SO projects will have lengths of homelessness greater than 12 months.	At least 75% of persons served by SO projects will have lengths of homelessness greater than 12 months.
Employment and Income Growth (SPM Metric 4.6)	At least 35% of person in SO projects will gain or increase employment or non-employment cash income at exit when they have a Date of Engagement.	At least 50% of persons in SO projects will gain or increase employment or non-employment cash income at exit when they have a Date of Engagement.

<b>Homeless Prevention Projects Performance Measures</b>		
<b>Measure</b>	<b>Minimum Performance Standard</b>	<b>System Performance Target</b>
Employment and Income Growth (SPM Metric 4.6)	At least 20% of persons in HP projects will gain or increase employment or non-employment cash income at exit.	At least 40% of persons in HP projects will gain or increase employment or non-employment cash income at exit
Exits to Permanent Housing (Local Measure)	At least 70% of persons in Homeless Prevention projects exit to permanent housing at program exit.	At least 80% of persons in Homeless Prevention projects exit to permanent housing at program exit.
Returns to Homelessness (Local Measure)	Homeless Prevention projects will have no more than 10% of persons who exited to permanent housing return to homelessness within six months of the enrollment exit date.	Homeless Prevention projects will have no more than 15% of persons who exited to permanent housing return to homelessness within six months of the enrollment exit date.

<b>Transitional Housing Projects Performance Measures</b>		
<b>Measure</b>	<b>Minimum Performance Standard</b>	<b>System Performance Target</b>
Length of Time Homeless in TH (SPM Metric 1a.2)	Transitional Housing (TH) projects will have an average length of stay of no more than 160 days (270 for youth and young adult projects)	Transitional Housing (TH) projects will have an average length of stay no more than 90 days (120 days for youth and young adults)
Exits to Permanent Housing (SPM Metric 7b.1)	At least 55% of persons in TH projects will move into permanent housing at exit	At least 80% of persons in TH projects will move into permanent housing at exit
Employment and Income Growth (SPM Metric 4.6)	At least 35% of person in TH projects will gain or increase employment or non-employment cash income or at exit	At least 50% of persons in TH projects will gain or increase employment or non-employment cash income or at exit
Returns to Homelessness (SPM Metric 2b)	TH projects will have no more than 10% of adults who exited to permanent housing return to homelessness within two years of exit	TH projects will have no more than 5% of adults who exited to permanent housing return to homelessness within two years of exit
Average Rate of Utilization (Local Measure)	The average numbers of persons enrolled in TH projects per night will represent no less than the 85% of projects' total bed inventory. Both unit and bed utilization.	The average numbers of persons enrolled in TH projects per night will represent no less than 95% of projects' total bed inventory

<b>Rapid Re-Housing Projects Performance Measures</b>		
<b>Measure</b>	<b>Minimum Performance Standard</b>	<b>System Performance Target</b>
Rapid Placement into Permanent Housing (Local Measure)	RRH projects will place persons into permanent housing within 60 days of project entry	RRH projects will place persons into permanent housing within 90 days of project entry
Exits to Permanent housing (SPM Metric 7b.1)	At least 70% of persons entering RRH projects will remain in permanent housing at exit	At least 80% of persons entering RRH projects will remain in permanent housing at exit
Employment and Income Growth (SPM Metric 4.6)	At least 20% of persons in RRH projects will gain or increase employment or non-employment cash income at exit (Specify Singles and Families)	At least 40% of persons in RRH projects will gain or increase employment or non-employment cash income at exit
Returns to Homelessness (SPM Metric 2b)	RRH projects will have no more than 10% of adults who exited to permanent housing return to homelessness within two years of exit	RRH projects will have no more than 5% of adults who exited to permanent housing return to homelessness within two years of exit

<b>Permanent Supportive Housing/ other Permanent Housing Projects Performance Measures</b>		
<b>Measure</b>	<b>Minimum Performance Standard</b>	<b>System Performance Target</b>
Exits to or Retention of Permanent Housing (SPM Metric 7b2)	At least 93% of housed persons remain in Permanent Supportive Housing (PSH) project or exit to permanent housing (PH) as of the end of the reporting period or at program exit	At least 95% of housed persons remain in Permanent Supportive Housing (PSH) project or exit to permanent housing (PH) as of the end of the reporting period or at program exit
Employment and Income Growth for stayers (SPM Metric 4.3)	At least 50% of persons entering a PSH project will gain or increase employment or non- employment cash income during the reporting period or at annual assessment	At least 55% of persons entering a PSH project will gain or increase employment or non- employment cash income during the reporting period or at annual assessment
Employment and Income Growth for Leavers (SPM Metric 4.6)	At least 45% of persons entering a PSH project will gain or increase employment or non- employment cash income at exit.	At least 50% of persons entering a PSH project will gain or increase employment or non- employment cash income at exit
Annual Income Growth and/or Non Cash Benefits (Local Measure)	At least 25% of persons in a PSH project will gain or increase income or non-cash benefits (ie: food assistance) on an annual basis.	At least 30% of persons in a PSH project will gain or increase income or non-cash benefits (ie: food assistance) on an annual basis.
Returns to Homelessness (SPM Metric 2b)	PSH projects will have no more than 5% of adults who exited to permanent housing	PSH projects will have no more than 3% of adults who exited to permanent



	return to homelessness within two years of exit	housing return to homelessness within two years of exit
Average Rate of Utilization (Local Measure)	The average numbers of persons enrolled in PSH projects per night will represent no less than 85% of projects' total bed inventory.  Measure applies to unit utilization and bed utilization.	The average numbers of persons enrolled in PSH projects per night will represent no less than the 95% of projects' total bed inventory

Coordinated Entry Performance Measures		
Measure	Minimum Performance Standard	System Performance Target
Successful referrals (Local Measure)	At least 40% of referrals made by SHCA, HFCA and YYA CE to <i>requesting</i> providers shall have a successful outcome. These outcomes are to be managed by the CE Leads but the responsible party of entering the outcome in HMIS is the requesting provider.	At least 60% of referrals made by SHCA, HFCA and YYA CE to <i>requesting</i> providers shall have a successful outcome. These outcomes are to be managed by the CE Leads but the responsible party of entering the outcome in HMIS is the requesting provider.
Average Length of time from Assessment to Referral Placement (Local Measure)	The average length of time from date of Assessment to Referral Placement shall be no longer than 30 Days.	The average length of time from date of Assessment to Referral Placement shall be no longer than 45 Days.
Average Length of Time from Date of Referral Placement to Referral Outcome (Local Measure)	The average length of time from date of referral placement to referral outcome shall be no longer than 15 days.	The average length of time from date of referral placement to referral outcome shall be no longer than 30 days.