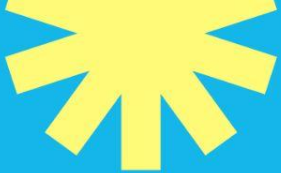
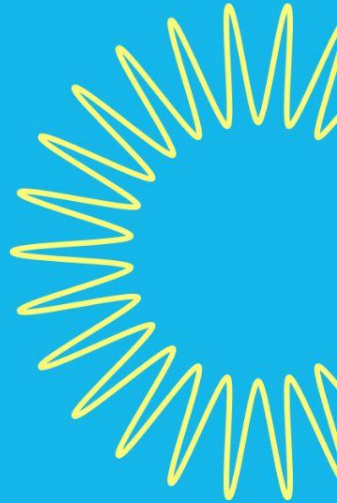




FROM REPORTING TO RESULTS

Using System-Level Data for Improvement



Built For Zero.



COMMUNITY
SOLUTIONS



PRESENTERS



Jane Moy

Deputy Director,
Strategy & Evaluation,
Community Solutions



Tia Lurie

Homeless Data and
Policy Strategy Lead,
Policy and Evaluation,
Community Solutions





Built For Zero.

Agenda

1

Data Ecosystem Overview

Deep dive into the many data sets that can be used to understand different aspects of what homelessness looks like within a community

2

Using core data sources to build a comprehensive view

Explore how combining data sets together can lead to better insights about how the system works as a whole.

3

Establishing a shared goal

Emphasizing the importance of starting with a shared goal

4

Digging into the role we each play

Discussing with our table how each of us shows up in this work

5

Setting Targets

Exploring how setting targets can encourage and motivate progress.



Who's in the room?

Raise your hand if you are with...

The homeless response system

The Veterans Administration

Local or state government

A business, civic or philanthropic group

The public housing or housing development system

Law enforcement or the judicial system

The healthcare system or public health

The education system

Other social services

Any other sectors represented?



House People Every Day



What Numbers Do You Know?

Stay standing if you know...

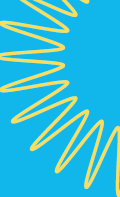
About how many people were counted during your community's 2026 annual **Point-In-Time Count**

About how many people are experiencing homelessness in your community **right now?**

About how many people were **newly identified** as experiencing homelessness in your community last month?

Over the last five years is the number of people experiencing homelessness going up, going down, or holding steady in your community?

What about the last six months?



House People Every Day



The Data Cheat Sheet

For cross sector partners

- Overview of primary data sources from the homeless response system
- Examples of connecting the dots between different data sources
- Engaging cross sector partners
- Examples of data sources from cross sector partners and starting the conversation



Household



The Data That Already Exists:

Data Ecosystem Overview



Ecosystem

“A system, or a group of interconnected elements, formed by the interaction of a community of organisms with their environment.”

- [dictionary.com](https://www.dictionary.com)



The data ecosystem

Each data source has its own focus, timeframe, and use.

Used together, they can create value to understand the community as a whole.



Point in Time
Count

Housing
Inventory
Count

System
Performance
Measures

By Name Data

Longitudinal
Systems
Analysis

Annual
Performance
Reports

Eva

Stella M and P

Partner system data



Point in Time Count

A one-time annual snapshot of people experiencing sheltered and unsheltered homelessness across a CoC

Intent

The PIT provides an annual count of the number of people experiencing homelessness nationally and locally.

Signals

- Local and national trends in homelessness
- Sheltered vs unsheltered
- Trends in specific demographics

Origins

Required by law, used to report to Congress in the Annual Homeless Assessment Report (AHAR)

Limitations

- Often considered an undercount due to only accounting for one night of the year
- Methodological variations make comparisons challenging
- Lag in publicly available data

Housing Inventory Count

The inventory of a community's beds and units on the same night as the PIT count

Intent

The HIC provides a snapshot of community capacity dedicated to serving people experiencing homelessness, counted in beds and units.

Signals

- Snapshot of system utilization and capacity by bed type
- Identify system gaps

Origins

Required by law, used to report to Congress in the Annual Homeless Assessment Report (AHAR)

Limitations

- Relies on willing participation from non-HMIS contributing providers
- Does not show bed turnover over time
- Limited view of utilization

System Performance Measures

Seven measures to track improvement across the system. Emerged as a way to hold the system accountable (vs. individual programs).

Intent

SPMs are used by HUD to evaluate how CoCs are improving their performance from year to year. They are also used as a self-evaluation tool to drive improvements.

Signals

- Local trends & annualized counts
- Tracks outcomes across the system
 - First time homeless
 - Returns
 - Length of time
 - Income and employment
 - Housing retention & successful exits

Origins

The performance areas were outlined in the 2009 HEARTH Act, but the specific metrics were not defined until later. SPMs were first factored into NOFA/NOFO scoring in FY2016.

Limitations

- Can't be viewed by population, only system totals
- Lag in publicly available data

Publicly available through HUD EXCHANGE

System Performance Measures: Seven measures to track improvement across the system. Emerged as a way to hold the system accountable (vs. individual programs).

Point in Time Count: A one-time annual snapshot of people experiencing shelter and unsheltered homelessness across a CoC

Housing Inventory Count: The inventory of a community's beds and units on the same night as the PIT count



By-name monthly data

Comprehensive monthly data tracked by household type and system wide, can be sliced by subpopulation. Also shows monthly inflow, outflow, and unsheltered breakdown.

Intent

Provides detailed information in real-time about every household experiencing homelessness. Used to drive targeted improvements across the system. Can be used in case conferencing for individual planning and aggregated to provide high-level insights.

Signals

- Local trends and real-time data homelessness
- Changes to inflow and outflow overtime
- Locally used to drive and track system improvements

Origins

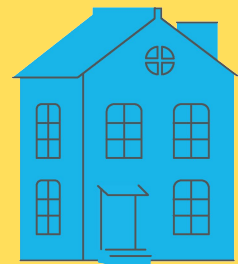
Created and developed by Community Solutions, adopted by systems across the country and the world.

Limitations

- Can be challenging to generate the data points locally
- Not always publicly available

Other components of the data ecosystem

- Homeless Response System data
 - **Longitudinal Systems Analysis (LSA):** Data submitted by CoC's annually, represent household's journey through the system.
- **Stella P and Stella M:** Advanced analytic tools for a CoC HMIS team to understand past performance build future models .
- **Annual Performance Report (APR):** program level performance and data quality reports .
- **Eva:** A tool for a CoC HMIS team. Uses HMIS reports. Focuses on system flow and supports data quality improvements.



House People Every Day



Other components of the data ecosystem

Partner System Data

- **HUD Voucher Utilization:** Housing Choice Vouchers and Emergency Housing Vouchers data dashboards. Voucher availability, PHA budgets, and Per Unit Costs over time
- **US Census or American Community Survey:** population changes, vacancy rates
- **Evictions:** Eviction Lab data
- **Hospital and other institutional discharges**
- **Education system:** students experiencing homelessness
- **Public safety:** EMS, Police, Jail bookings that note housing status
- **Medical examiner:** mortality reports for those experiencing homelessness



House People Every Day



What's happening in the system?

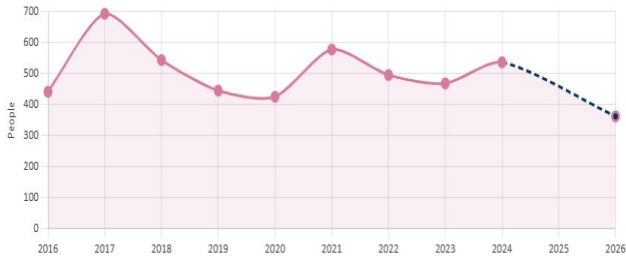
Using Core Data Sources to Understand System Dynamics



Start With A Basic, but More Complete View of your system

INFLOW (New)

How many experienced homelessness for the first time?
(SPM 5) 2016-2026



Overall Homeless Count

Is homelessness increasing, decreasing or the same?
(PIT) 2007-2025



INFLOW (Returns)

How many fall back into homelessness?
(SPM 2) 2018-2025



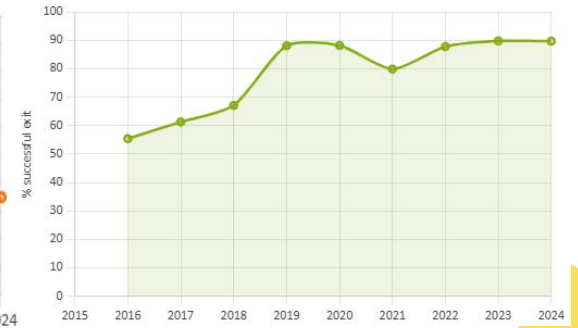
SYSTEM FLOW

How long do people stay homeless?
(SPM 1) 2015-2024



OUTFLOW

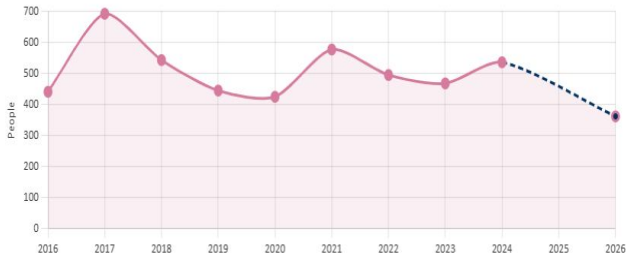
What percent leave housed?
(SPM 7) 2016-2025



Understand What Is Being Measured

INFLOW (New)

How many experienced homelessness for the first time?
(SPM 5) 2016-2026



Overall Homeless Count

Is homelessness increasing, decreasing or the same?
(PIT) 2007-2025



Ask what is hidden or misrepresented by these metrics.

These may be community-specific. Talk to frontline staff and people with experience of the system.

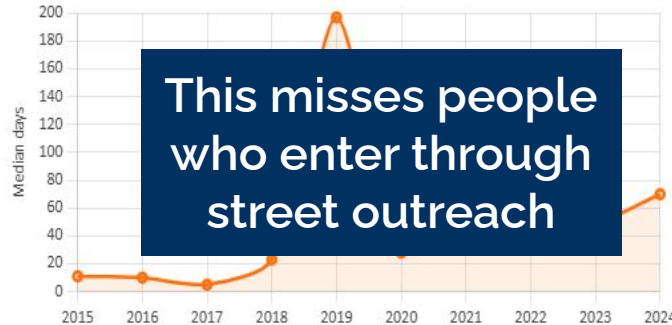
INFLOW (Returns)

How many fall back into homelessness?
(SPM 2) 2018-2025



SYSTEM FLOW

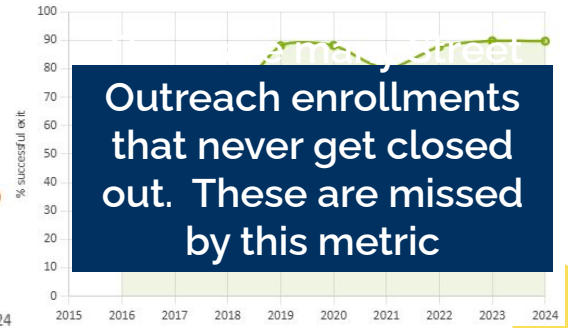
How long do people stay homeless?
(SPM 1) 2015-2024



This misses people who enter through street outreach

OUTFLOW

What percent leave housed?
(SPM 7) 2016-2025



Outreach enrollments that never get closed out. These are missed by this metric

Compare Alike Data Sets To Validate

Why don't these two match?

Point in Time vs BFZ Monthly Data

Overall Homeless vs Actively Homeless Count



Then Look At Trends Over Time

INFLOW (New)

How many experienced homelessness for the first time?
(SPM 5) 2016-2026



Overall Homeless Count

Is homelessness increasing, decreasing or the same?
(PIT) 2007-2025



Initial thoughts...

What is happening?

- Overall homelessness is going up.
- Length of time homeless is increasing.

INFLOW (Returns)

How many fall back into homelessness?
(SPM 2) 2018-2025



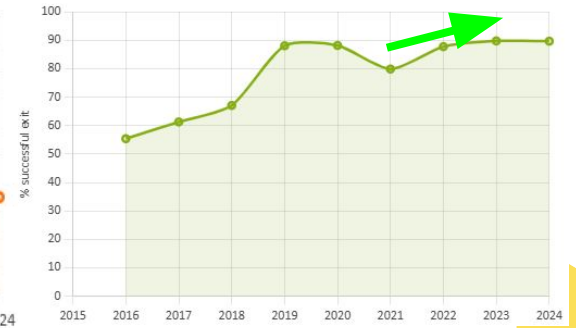
SYSTEM FLOW

How long do people stay homeless?
(SPM 1) 2015-2024



OUTFLOW

What percent leave housed?
(SPM 7) 2016-2025

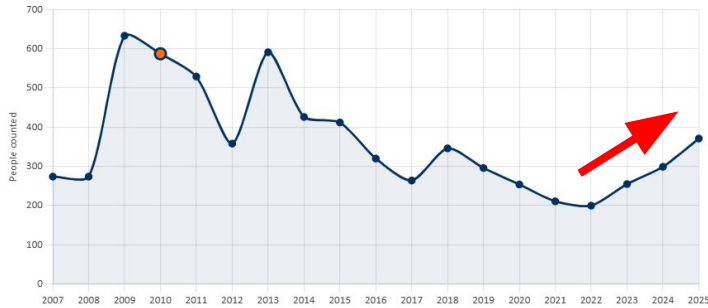


Dig Deeper With What You Have

Homelessness appears to be rising.
Is This True Across All Groups?

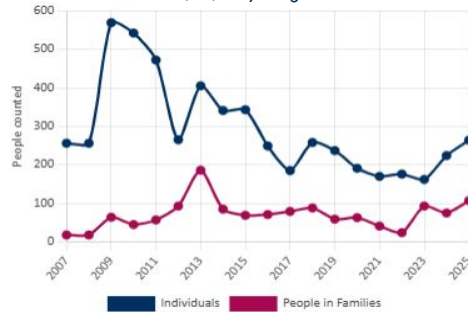
Overall Homeless Count

Is homelessness increasing,
decreasing or the same?
(PIT) 2007-2025



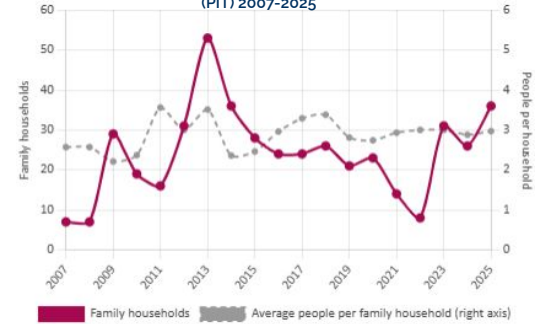
Individual vs People in Families

(PIT) 2007-2025



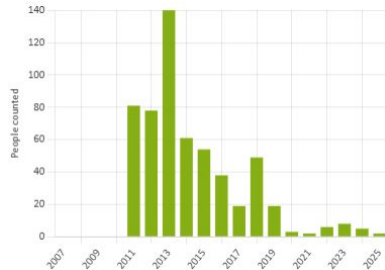
Family Households

(PIT) 2007-2025



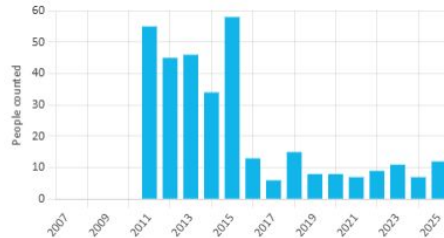
Chronic Homelessness

(PIT) 2007-2025



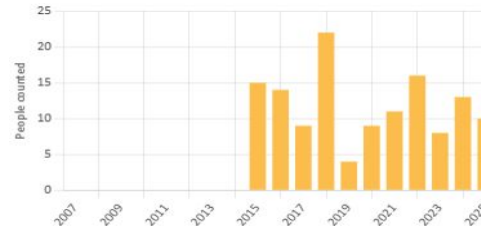
Veteran Homelessness

(PIT) 2007-2025



Unaccompanied Youth Homelessness

(PIT) 2007-2025



Dig Deeper With What You Have

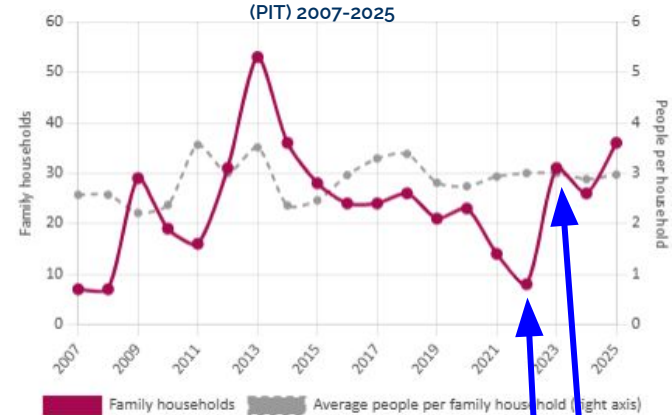
What else changed in the system?
Did the change have an impact?

Overall Homeless Count

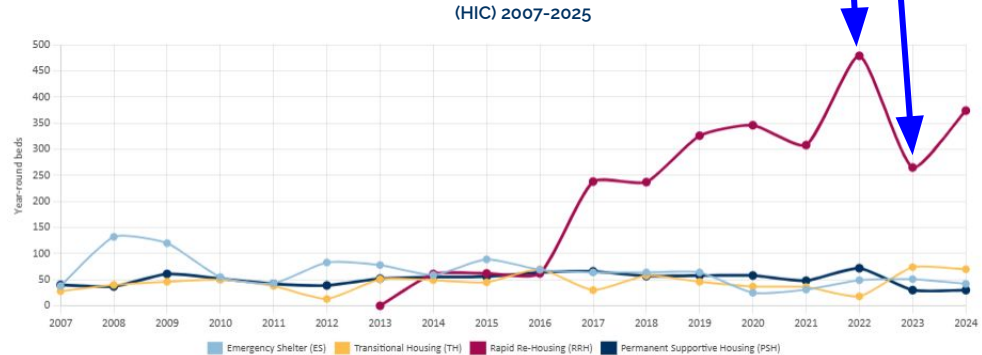
Is homelessness increasing,
decreasing or the same?
(PIT) 2007-2025



Family Households



HIC by Program Type



Getting Curious About Your Community

“What” Questions

Can be answered by the data

- Which groups are getting housed at a higher rate?
- How many people are unsheltered?
- How quickly are people returning to homelessness after being housed?
- Are more people becoming homeless than before?
- How many people are unsheltered, and where are they?
- How long are people homeless before getting housed?
- Where are the bottlenecks in our system?



A Quick Acknowledgement

Arriving at a community level shared aim takes time, many steps, and a lot of input.

Form a team

**Identify the
gaps**

**Establish a
shared aim**

**Build a
broader
coalition**

**Execute the
plan**

Set the aim

**Identify
levers**

Set targets



Friendsgiving





Provocations

- If each sector set their own measures and planned improvements around them, would overall homelessness in your community decrease?
- What might change if all sectors were looking at the same data together?
- What if there was a shared aim and shared goals?



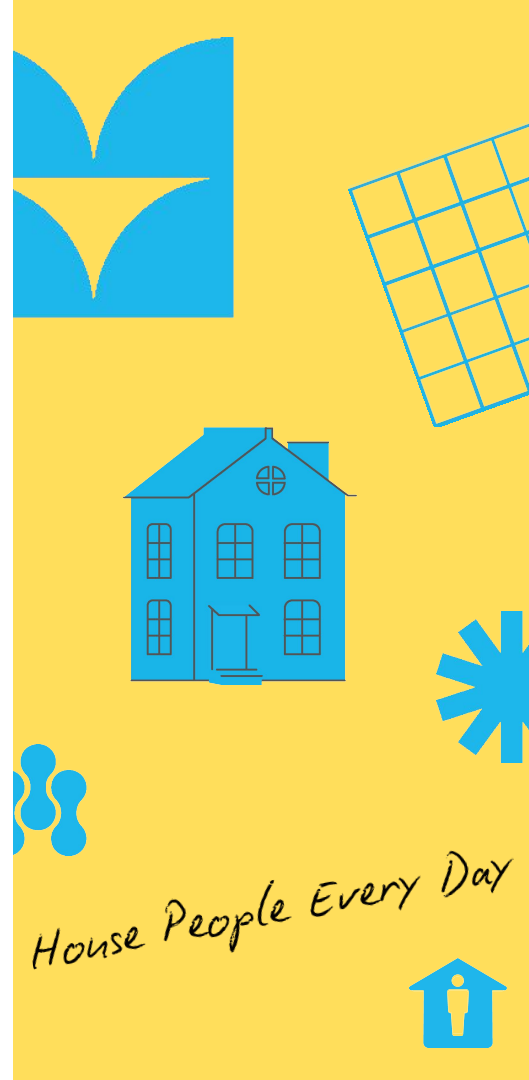
Establishing a Shared Aim:

**“Reducing overall
homelessness by N by
[Date]”**



Why a shared aim?

- A **shared aim** is a powerful organizing framework across entities with overlapping but different goals.
 - ➔ Everyone in the community understands what success looks like.
 - ➔ Supports alignment across goals that exist at the organization level and across sectors
 - ➔ Leads to shared accountability
 - ➔ Establishes a common way to measure progress



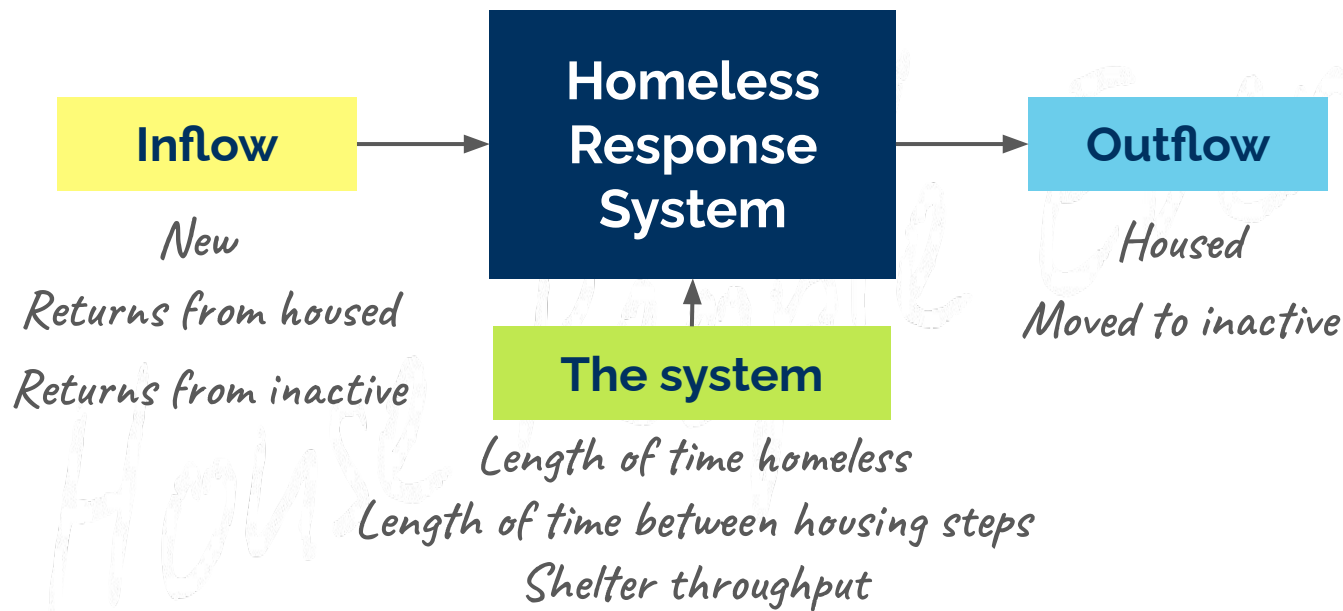
Connecting the Dots:
The role we each play



Key Levers to Reduce Overall Homelessness



Levers to Reduce Homelessness



Who is experiencing homelessness in our community?



House People Every Day



From “What” to “Why” Questions

INFLOW (New)

How many experienced homelessness for the first time?
(SPM 5) 2016-2026



Overall Homeless Count

Is homelessness increasing, decreasing or the same?
(PIT) 2007-2025



Initial thoughts...
Overall homelessness is going up. **Why?**

Length of time homeless is increasing. **Why?**

INFLOW (Returns)

How many fall back into homelessness?
(SPM 2) 2018-2025



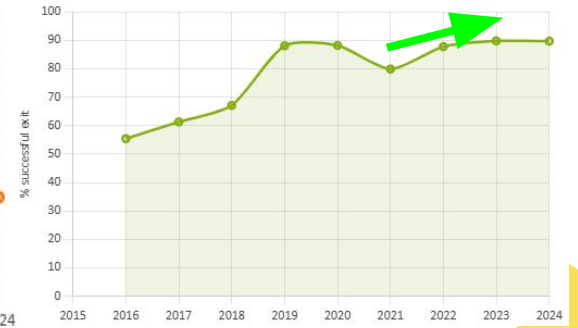
SYSTEM FLOW

How long do people stay homeless?
(SPM 1) 2015-2024



OUTFLOW

What percent leave housed?
(SPM 7) 2016-2025



Getting Curious About Your Community With The Data You Have

- Are more people becoming homeless than leaving homelessness, and **what is driving it?**
 - *Data sets: SPM 5 - first time homeless; by-name data; upstream partner data*
- How many people experiencing homelessness are in an unsheltered situation, and where are they? **Why are they not accessing shelter?**
 - *Data sets: By-name data; PIT, HIC (shelter bed capacity)*
- Are we housing people quickly and keeping them housed? **And why are some programs more successful than others?**
 - *SPM 1 - Length of time homeless; SPM 2 - Returns to homelessness; SPM 7 - Housing Retention; PHA Voucher Utilization*

What questions are you asking from your role/sector?



House People Every Day



Getting Curious About Your Community

“What” Questions

Can be answered by the data

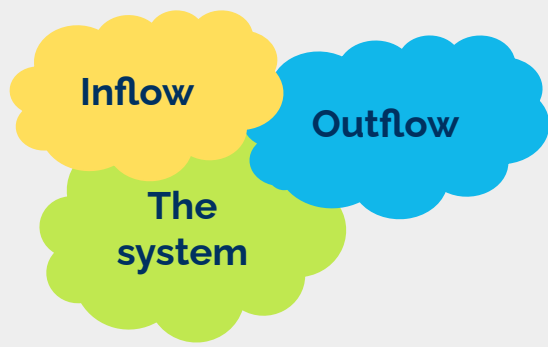
- Which groups are getting housed at a higher rate?
- How many people are unsheltered?
- How quickly are people returning to homelessness after being housed?
- Are more people becoming homeless than before?
- How many people are unsheltered, and where are they?
- How long are people homeless before getting housed?
- Where are the bottlenecks in our system?

“Why” Questions

Requires more insight

- What's driving increases in the numbers of people becoming homeless?
- Why are people in unsheltered situations?
- Why are people losing their housing after being housed by the homeless response system?
- What contributes to a sustainable housing placement? What is lacking?
- Why are people losing their housing for the first time?





Where do you show up?



10 minute table conversations

- Share your name, the role you play in the community, and what “sector” you’re from.

AND SHARE ANY OR ALL OF THE FOLLOWING:

- A question that your sector has asked about the levers to reduce homelessness.
- An initiative that you have been a part of related impacting system levers.
- One lever your role impacts and how.
- What data you might have to contribute.



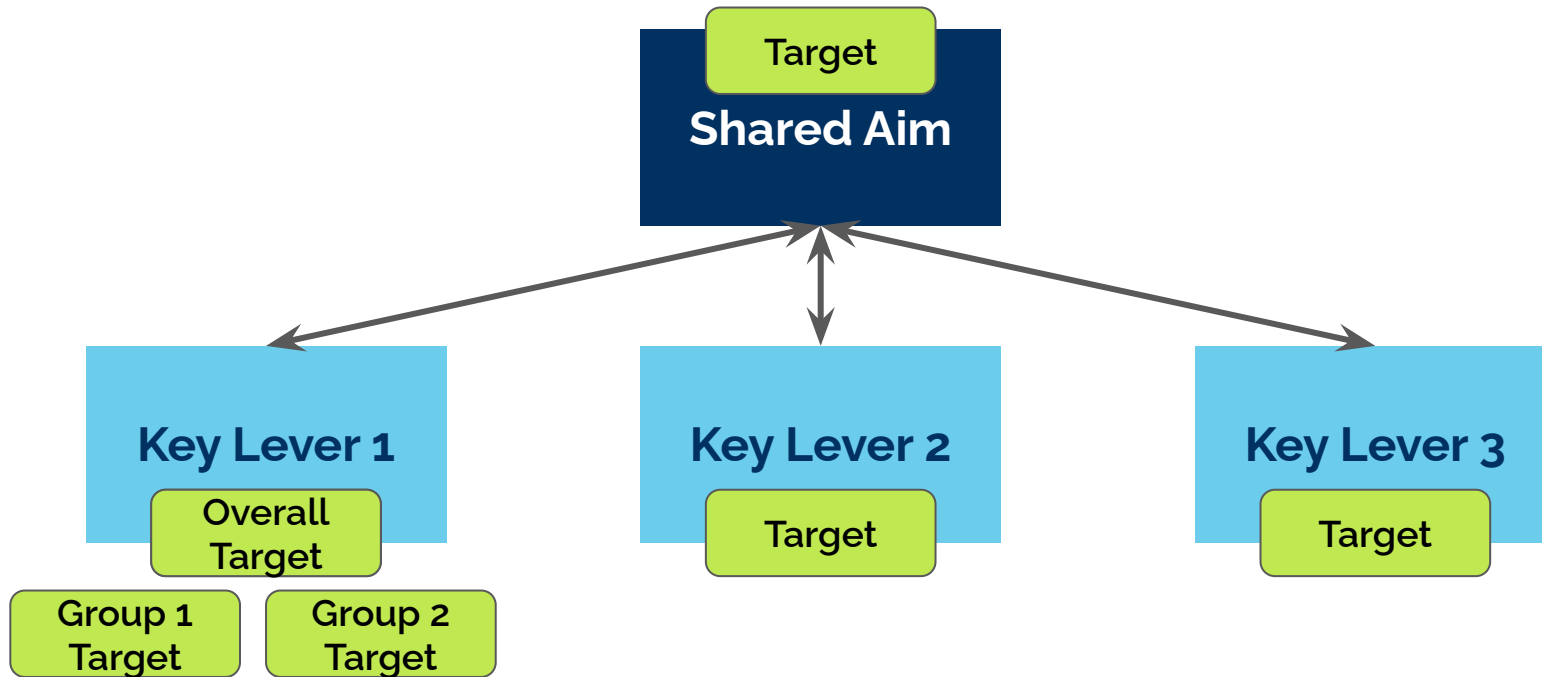
Starting Points:

Setting Targets that Move the Needle



Relating targets to key levers and a shared aim

How do these all fit together?



Targets Should Align With What You Want to See

Overall Homeless Count

Is homelessness increasing, decreasing or the same?
(PIT) 2007-2025

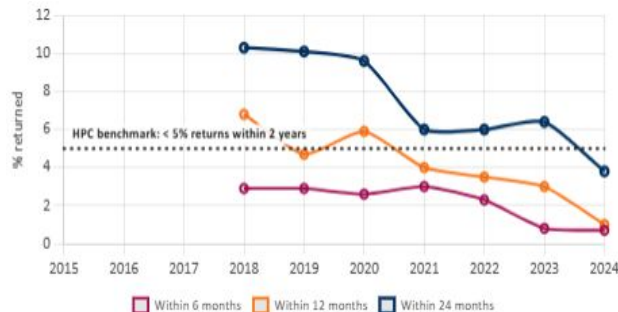


Not sure where to start?

- Tied to key levers: inflow < outflow to reduce
- Consider adopting HUD's High Performing Community criteria to start.
 - Returns to homelessness in 2 yrs (Under 5%)
 - % Exits to Housed (95%)

INFLOW (Returns)

How many fall back into homelessness?
(SPM 2) 2018-2025



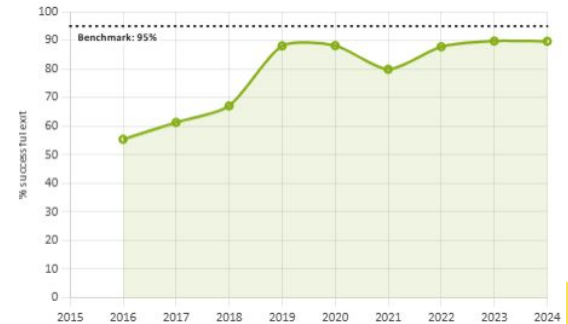
SYSTEM FLOW

How long do people stay homeless?
(SPM 1) 2015-2024



OUTFLOW

What percent leave housed?
(SPM 7) 2016-2025



One Measure Can't Do it All

In a complex system, sometimes an improvement in one area of the system leads to unintended consequences elsewhere. Use a family of measures to mitigate this.

Outcome Measure

Are all of our initiatives leading to the change we ultimately want to see?

Ex. Reductions in overall homelessness

Process Measures

Are the initiatives the right one's to achieve our outcome?

Ex. Decreased the length of time spent homeless (through standing up action-oriented case conferencing to address barriers to housing)

Balancing Measures

Are our initiatives creating unintentional consequences elsewhere in the system?

Ex. Share moving to inactive (vs housed); Length of time homeless broken out by different groups



House People Every Day



Considerations When Setting Targets

The goal is to motivate moving in the right direction

- The spirit of the target is more important than the actual target.
 - Ex. UK's NHS ED 4 hr LoS "hitting the target, missing the point"
- Balancing measures are important to mitigate against unintended consequences.
 - Ex. Exits to housed vs returns to homelessness or ED LoS vs perception of patient care
- Avoid one and done framing. The "end state" needs to be sustained, not just achieved.
- Always remember the measures are describing humans.



House People Every Day



Targets in Action

You've set the targets, how to maximize impact:

- Using your data to move the needle is an active approach
 - Review the data regularly and often
 - Look for signals and continue to ask why
 - Share targets and data on progress publicly

This builds a muscle for a responsive system.

- Celebrate the wins! ***This generates momentum and believability.***
- Areas for improvement are opportunities to invite people to be part of the solution. ***This builds credibility.***
- Build flexibility into the process. Key levers impacting what homelessness looks like will change over time. ***The goal is recognizing these shifts and adapting to them.***

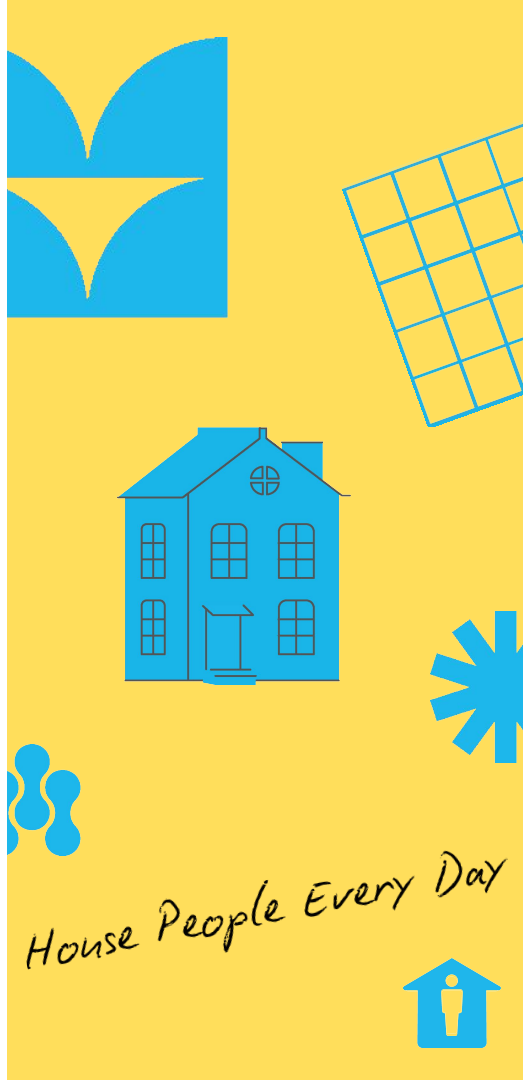


House People Every Day



A Brief Reflection on the Role of Monthly Data

- SPMs/PIT and monthly By-Name Data differ in notable ways:
 - ◆ System wide vs. population specific data
 - ◆ Different reporting specifications and definitions
- With monthly By-Name Data we can:
 - ◆ Dig deeper into the trends we see in SPM and PIT data
 - ◆ Test and analyze system changes quickly



Closing:

Key Takeaways & Next Steps



Key Takeaways

Leverage the data ecosystem

- Lean into the data you already have
- Much of this is publicly available.
- Take time to understand the data and educate others

See the data in context

- Data quality matters, but shouldn't deter sharing
- Widen your lens to understand impact
- Data overtime provides greater insight than a one-time snapshot
- Ask "what" and "why"

Set a shared aim

- Align targets with key levers
- Bring partners to the table
- Gather input from frontline staff and people with lived experience of homelessness

Targets in Action

- Celebrate the wins!
- Build flexibility into the process.
- New insights may shift the direction.



A Quick Acknowledgement

Arriving at a community level shared aim takes time, many steps, and a lot of input.

Form a team

**Identify the
gaps**

**Establish a
shared aim**

**Build a
broader
coalition**

**Execute the
plan**

Set the aim

**Identify
levers**

Set targets





**On your way out, tell
us what further
supports you would
be interested in!**

*This will inform what we
offer to the network in the
coming year.*



Questions for us?

Post them in the
Whova App!



Session Feedback

Please scan the QR code to complete the feedback survey.



<https://survey.alchemer.com/s3/9042138/2026-BFZ-Learning-Session-Workshop-Session-Feedback>

Want to hear more?

Attend the afternoon workshop session at 1:30pm

Data Deep Dive: Using Data and AI to Drive Improvement

House People Every Day



Thank you!

