



# HRAP KPIs v2.0 Proposal

August 2025

# HRAP Overview: Past & Future

The **original HRAP** (Homelessness Response Action Plan) established these key metrics:

- **Measure 1:** Shelter or house an additional 2,699 unsheltered individuals.
- **Measure 2:** Reduce unsheltered homelessness among priority populations.
- **Measure 3:** Increase exits from adult shelters to permanent housing.
- **Measure 4:** Ensure permanent supportive housing retention.

Now, as HRS works to **revise the HRAP**, HSD has been tasked with proposing a new set of Key Performance Indicators (KPIs).

# KPIs, Sub-indicators, Program Metrics

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**A KPI (Key Performance Indicator) is the WHAT. WHAT DO WE NEED TO KNOW TO KNOW IF WE ARE SUCCEEDING.** It evaluates the success of a system or a business. A KPI is high level and tied to overall performance.

**A sub-indicator is the HOW and WHY.** How will we affect our KPIs? They are used to measure high level service and policy performance, and generally tied to resources. These are key to understanding WHY we are seeing our KPIs behave as they do.

**Program Metrics are the when, how much and who:** tied to contractual expectations and obligations: they are granular, and the tools Contract and Program Specialists use to ensure our providers have clear expectations.

# How They All Relate

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Key Performance Indicators

Goals

Strategies

Programs

Contracts

Ultimately, any changes in indicators at the top of this scale, are connected back to the **POLICY** and **BUDGET** decisions of any and all elected bodies.

# KPI Development and Selection Process

KPIs are developed to measure the performance of the *whole* Homeless Response System, not just one specific part of homeless services.

**All KPIs are system-level indicators of success, grounded in two key intentions:**

1. A successful Homeless Response System approaches this goal as a community, and includes upstream and downstream strategies, along with holistic programs designed to keep the community safe during the homeless crisis
2. **FUNCTIONAL ZERO IN HOMELESSNESS IS OUR NORTH STAR**

*(Functional Zero: The number of people experiencing homelessness never exceeds the community's capacity to house them)*

# KPI Development and Selection Process

## KPI Development

HSD's proposed KPIs were developed from evaluating existing metrics HUD, SHS, and standardized Outputs and Outcomes across HSD, DCHS and PHB.

## KPI Selection Criteria

The proposed KPIs were chosen based on these criteria:

- **Measurable:** All metrics can be accurately tracked.
- **Leverages existing data:** Leverage metrics already being measured and publicly available.
- **Strategic Alignment:** Directly supports HRAP's primary goals: Inflow, Safety (on/off streets), and Outflow.
- **System-wide Impact:** KPIs reflect overall system performance, not just HSD-specific work.

# KPI Development and Selection Process

On 8/4/2025 the **HRS Implementation Committee** met to review suggested measures.

What we heard...

- ❖ There are **too many metrics**, and at too many levels
  - All Process Metrics and Service Metrics will be moved to secondary measures along with other critical existing sub-indicators
  - New KPIs were recommended that were higher level than current housing metrics
- ❖ We need **metrics that look at the acuity** of the homelessness population
  - Chronic Homelessness was added to reflect this need
  - A placeholder for a Healthcare Metric was added
- ❖ We need a metric that speaks to **length of time homeless**:
  - Chronic Homelessness was added to reflect this need as well

# KPI Development and Selection Process

On 8/18 the **HRS Community Advisory Committee** met to review suggested measures.

What we heard...

- ❖ Would like to learn more about what **inflow indicators/data are available to us to move more upstream**
  - We need to **look beyond eviction data** and include sub indicators like late payments, rent burden, and unemployment, for example
- ❖ We need **measures that look at the acuity** of needs of people who are experiencing homeless
  - Could include unmet health care needs or need for services and supports
- ❖ Interested in **additional sub indicators**
  - Examples: Domicile Unknown, housing units available for older adults, people with disabilities, and low-barrier housing (think: justice involved ppl)



# HRAP KPIs v2.0 Proposal

*(all can be reported separately by population & across systems)*

## INDICATORS ACROSS CONTINUUM

### INFLOW

Prevent people from  
experiencing homelessness

### SAFETY ON/OFF STREETS

Support people who are  
experiencing homelessness

### OUTFLOW

Provide sustainable  
pathways out of  
homelessness

# HRAP KPIs v2.0 Proposal

*(all can be reported separately by population & across systems)*

## INDICATORS ACROSS CONTINUUM

1. People Experiencing Homelessness (BNL-Population)
2. People who returned to homelessness (BNL Inflow-Population)
3. Inventory of ( $\leq 30\%$  AMI) Affordable Homes per 100 Extremely Low-Income ( $\leq 30\%$  AMI) Renter Households (By Unit Type)
4. Healthcare Integration Metric TBD

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## INFLOW

Prevent people from experiencing homelessness

5. People who became homeless (BNL Inflow-Population)

6. Number of people living without a lease agreement in HHs earning  $\leq 30\%$  AMI (Population)

7. Eviction judgements and/or filings (Systems)

## SAFETY ON/OFF STREETS

Support people who are experiencing homelessness

8. People experiencing unsheltered homelessness

9. People experiencing chronic homelessness

Domicile unknown metric: TBD

## OUTFLOW

Provide sustainable pathways out of homelessness

10. People who exited homelessness system (BNL Outflow-Population)

11. People who exited homelessness to housing (BNL Outflow-Population)

# HRS HRAP KPIs v2.0 Proposal: *Sub-indicator Examples\**

OUTPUTS

## INFLOW

Prevent people from experiencing homelessness

People receiving homelessness prevention assistance (Services)

Number of people who received legal assistance & eviction prevention from PHB/DCHS/HSD (Services)

*\*not exhaustive; sub-indicator discussions with staff will follow once primary ones are identified*

## SAFETY ON/OFF STREETS

Support people who are experiencing homelessness

Number of people who have received Day Center and/or Shelter services

Total number of unique individuals who were in shelter

Total Shelter Units: Homeless Population (ratio)

## OUTFLOW

Provide sustainable pathways out of homelessness

Total number of individuals in housing programs disaggregate by housing program type

Total number of individuals newly housed (Services)

Total number of individuals retained in stable housing at 24 months

Number of individuals exiting homelessness prevention programs to PH

OUTCOMES AND SYSTEM

Housing Retention at 6, 12 & 24 mos disaggregated by RRH and PSH

Number of Renter Households that are extremely cost burdened

Shelter utilization rates

A Coordinated Outreach Strategy: QBNL scorecard measures (1A - 1D) = Yes

Housing units that are regulated and affordable (HH<=30% AMI) (System)

Total Housing Units Permitted and Produced