



## SWAP (System-Wide Analytics and Projection) Tool: The 2015 Permanent Supportive Housing Program Performance Analysis

The Orange County Continuum of Care (CoC) began work on re-designing the homeless system of care by approving the 10 Year Plan to End Homelessness in 2012. This plan is the product of an integrated community collaboration, and was written both to comply with federal policy direction, and to create and realize the greatest possible reduction in homelessness in our community. Achieving this goal requires the community to understand how resources are invested, the capacity of the current system to serve homeless families and individuals, and the likely result of alternative approaches.

In 2013 and 2014, the Orange County Continuum of Care used the Program Performance Report commissioned by 2-1-1 Orange County (211OC) and created by Focus Strategies for each agency's project(s). In 2015, 211OC produced the Program Performance Report by using the HUD approved SWAP (System-Wide Analytics and Projection) Tool developed by Focus Strategies in collaboration with the National Alliance to End Homelessness (NAEH). The SWAP Tool is a suite of tools designed to help communities plan and prioritize changes to bring about the greatest possible reduction in homelessness. The SWAP Tool has the ability to generate performance measurement reports on: Exits to Permanent Housing, Annual Household Utilization, Percentage of Household Entered from Homelessness and Did Not Enter from Homelessness, Length of Stay, and Returns to Homelessness.

These reports present analyses of data from the local Homeless Management Information System (HMIS) and the HUD-mandated Housing Inventory Count (HIC) of each program. The objective of the analysis is to assess how both individual programs and the system as a whole are performing in relation to the goals of the federal HEARTH Act, as well as provide support for, and transparency to, the decision making process. The primary focus of the individual program information is to assess a program's demonstrated ability to serve individuals who have experienced literal homelessness and assist them to move to permanent housing as quickly as possible. Although the HEARTH Act has several goals that include decreasing length of time homeless, returns to homelessness, first time homelessness, and the total number homeless people, as well as increasing coverage of homeless populations and job and income growth, these indicators ultimately relate back to the goal of ensuring no one is homeless longer than 30 days.

The 2015 Program Performance Analysis includes enrollments active in the Orange County HMIS between 1/1/13 and 12/31/14. One intended use for this latest set of reports is for the Orange County CoC to include the information as part of a HUD grant application rating and ranking process. This allows the CoC to consider HEARTH performance measures in deciding whether and how funds are disinvested from transitional housing and shifted to rapid re-housing and permanent supportive housing, which are HUD priorities. 211OC envisions the Analysis being used by agencies, funders and stakeholders alike, and encourages agencies to share the report with private and public funders as well as the community. 211OC believes in the community's commitment to make system change, and together we can help to move Orange County forward in "right-sizing" our homeless system of care, allowing organizations and decision-makers to make more informed decisions, including prioritizing programs and system-wide policies that best serve the needs of the Orange County community.

Please be aware as you view this report that only Transitional Housing and Permanent Supportive Housing projects were included in this analysis, as these were the project types ranked for the CoC NOFA. However, the analysis includes all Transitional Housing and Permanent Supportive Housing projects in HMIS, not just those that are HUD funded. Only Transitional Housing or Permanent Supportive Housing projects that did not have two years of data were excluded from the analysis. In addition, Rapid Re-housing projects were excluded from this year's analysis because none of these projects had two years of complete data at time of analysis.

## **Reading the SWAP Tool**

As you view the SWAP Tool you will find the below terminology. We provide context and definitions to help you better understand and utilize the tool.

**Capacity Data** was taken from the 2014 HIC (Housing Inventory Count), which is a count of all beds dedicated to serve homeless clients in Orange County.

**Annual Utilization Rate** shows the utilization rate for each project based on the imported HMIS data and HIC data. Utilization may not be completely accurate for voucher projects because this is not based on total vouchers in use, but beds and units reported on the HIC. Utilization is based on enrollments between 1/1/14 and 12/31/14.

**HH Entries from Non-Homeless Prior Living** shows the percentage of households that entered from each of these categories: institutional, housing, other, and unknown. Only households with enrollment dates between 1/1/14 and 12/31/14 were included in this calculation.

**HH Entries from Homeless Prior Living** shows the percentage of households that entered from each of these categories: unsheltered, emergency shelter, unsheltered or emergency shelters, and transitional housing. Only households with enrollment dates between 1/1/14 and 12/31/14 were included in this calculation. Because of this, some PSH projects may have zero households that entered from homelessness if they did not have any new enrollments during that year.

**PH Exits that Return to Homelessness** is the percentage of households that exited to a permanent housing location and returned within a year to either an ES or TH program.

**All Exits that Return to Homelessness** is the percentage of households that exited the project and returned within a year to either an ES or TH program.

**Permanent Housing Exits** is the percentage of exited households that exited to permanent housing. Only households with exit dates between 1/1/14 and 12/31/14 were included in this calculation. Some PSH projects have 0% because they did not have any clients exit during that time period, or because the only "exits" were clients that died.

**Average LOS (days)** is the average of the length of stays for all households that exited the project between 1/1/14 and 12/31/14. Some PSH projects have an average LOS of zero because none of their clients exited during that time period. In addition, a graph is not included for PSH projects because there is not a max length of stay for PSH projects.

**Colors:** Each of the 6 measurements has a different color. The measure being reported on is on the right-most column header of each page (Utilization Rate, Household Entries from Non-Homeless Prior Living, Household Entries from Homeless Prior Living, PH Exits that Return to Homelessness, and Average Length of Stay).

### **Questions?**

For more information about the SWAP Tool, please visit <http://focusstrategies.net/swap/>.

Should you have additional questions please contact 211OC's Data and Analytics Manager, Erin DeRycke at [ederycke@211oc.org](mailto:ederycke@211oc.org).

HIC Project Name	Organization Name	Proj. Type	Capacity <i>(seasonal ES is annualized)</i>		HMIS Annual Utilization Rate
			Beds for Single Adult HHs	Units for Family HHs	
oc4_Permanent Housing Collaborative	American Family Housing	PSH	4	9	89%
oc4_Permanent Housing 2	American Family Housing	PSH	5	10	91%
trp_Tyrol Plaza	Anaheim Supportive Housing	PSH	12	0	102%
cch_Olinda Permanent Supportive Housing	Colette's Children's Home	PSH	0	4	93%
fsi_Henderson House Supportive Housing	Friendship Shelter	PSH	18	0	74%
hom_Diamond Apartments	H.O.M.E.S. Inc.	PSH	17	9	58%
hom_Doria Apartment Homes Phase I	H.O.M.E.S. Inc.	PSH	10	0	103%
jhf_Scattered Site Permanent Housing Program	John Henry Foundation	PSH	30	0	96%
mcy_San Miguel	Mercy House	PSH	8	1	59%
spc_2002 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	47	7	82%
spc_2003 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	79	19	83%
spc_2004 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	61	11	90%
spc_2005 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	49	6	68%
spc_2006 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	48	12	90%
spc_2008 Shelter Plus Care TRA Project	Orange County Housing Authority	PSH	9	1	106%
spc_2009 New Shelter Plus Care TRA Project	Orange County Housing Authority	PSH	21	0	80%
spc_Shelter Plus Care Mercy House	Orange County Housing Authority	PSH	16	1	78%
spc_Avenida Project Based Vouchers	Orange County Housing Authority	PSH	35	3	67%
spc_Jackson Aisle Shelter Plus Care PRA Renewal	Orange County Housing Authority	PSH	29	0	99%
spc_New Shelter Plus Care TRA PHBP	Orange County Housing Authority	PSH	25	1	88%
spc_New Shelter Plus Care TRA Samaritan Housing	Orange County Housing Authority	PSH	22	2	97%
spc_Shelter Plus Care Colettes Childrens Home	Orange County Housing Authority	PSH	0	4	100%
spc_Shelter Plus Care TRA 2007 Project	Orange County Housing Authority	PSH	53	12	63%
spc_Shelter Plus Care TRA Consolidated #1 Renewal	Orange County Housing Authority	PSH	223	55	91%
spc_VASH	Orange County Housing Authority	PSH	406	64	82%
vet_Veteran's Village	Veterans First	PSH	22	0	92%
vet_Veterans Family Housing	Veterans First	PSH	0	7	94%

**Capacity Data** was taken from the 2014 HIC (Housing Inventory Count), which is a count of all beds dedicated to serve homeless clients in Orange County.

**Annual Utilization Rate** shows the utilization rate for each project based on the imported HMIS data and HIC data. Utilization may not be completely accurate for voucher projects because this is not based on total vouchers in use, but beds and units reported on the HIC. Utilization is based on enrollments between 1/1/14 and 12/31/14.

HIC Project Name	Organization Name	Proj. Type	Household Entries from Non Homeless Prior Living			
			% Institutional	% Housing	% Other	% Unknown
oc4_Permanent Housing Collaborative	American Family Housing	PSH	0%	0%	50%	0%
oc4_Permanent Housing 2	American Family Housing	PSH	0%	0%	0%	0%
trp_Tyrol Plaza	Anaheim Supportive Housing	PSH	0%	50%	0%	0%
cch_Olinda Permanent Supportive Housing	Colette's Children's Home	PSH	0%	0%	0%	0%
fsi_Henderson House Supportive Housing	Friendship Shelter	PSH	0%	0%	0%	0%
hom_Diamond Apartments	H.O.M.E.S. Inc.	PSH	0%	0%	0%	0%
hom_Doria Apartment Homes Phase I	H.O.M.E.S. Inc.	PSH	0%	0%	0%	0%
jhf_Scattered Site Permanent Housing Program	John Henry Foundation	PSH	0%	0%	0%	0%
mcy_San Miguel	Mercy House	PSH	0%	0%	0%	0%
spc_2002 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	0%	0%	0%	0%
spc_2003 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	0%	0%	0%	0%
spc_2004 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	50%	0%	0%	0%
spc_2005 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	0%	0%	0%	0%
spc_2006 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	0%	50%	0%	0%
spc_2008 Shelter Plus Care TRA Project	Orange County Housing Authority	PSH	0%	0%	0%	0%
spc_2009 New Shelter Plus Care TRA Project	Orange County Housing Authority	PSH	0%	0%	0%	0%
spc_Shelter Plus Care Mercy House	Orange County Housing Authority	PSH	0%	0%	0%	0%
spc_Avenida Project Based Vouchers	Orange County Housing Authority	PSH	0%	16%	33%	0%
spc_Jackson Aisle Shelter Plus Care PRA Renewal	Orange County Housing Authority	PSH	0%	0%	0%	0%
spc_New Shelter Plus Care TRA PHBP	Orange County Housing Authority	PSH	0%	100%	0%	0%
spc_New Shelter Plus Care TRA Samaritan Housing	Orange County Housing Authority	PSH	0%	20%	0%	0%
spc_Shelter Plus Care Colettes Childrens Home	Orange County Housing Authority	PSH	0%	0%	0%	0%
spc_Shelter Plus Care TRA 2007 Project	Orange County Housing Authority	PSH	0%	0%	0%	0%
spc_Shelter Plus Care TRA Consolidated #1 Renewal	Orange County Housing Authority	PSH	0%	18%	0%	0%
spc_VASH	Orange County Housing Authority	PSH	0%	4%	3%	0%
vet_Veteran's Village	Veterans First	PSH	0%	0%	30%	0%
vet_Veterans Family Housing	Veterans First	PSH	0%	50%	0%	0%

HH Entries from Non-Homeless Prior Living shows the percentage of households that entered from each of these categories: institutional, housing, other, and unknown. Only households with enrollment dates between 1/1/14 and 12/31/14 were included in this calculation.



















HIC Project Name	Organization Name	Proj. Type	Household Entries from Homeless Prior Living			
			% Unsheltered	% ES	% Homeless Entries (Unsh/ES)	% TH
oc4_Permanent Housing Collaborative	American Family Housing	PSH	0%	0%	0%	50%
oc4_Permanent Housing 2	American Family Housing	PSH	100%	0%	100%	0%
trp_Tyrol Plaza	Anaheim Supportive Housing	PSH	0%	0%	0%	50%
cch_Olinda Permanent Supportive Housing	Colette's Children's Home	PSH	0%	100%	100%	0%
fsi_Henderson House Supportive Housing	Friendship Shelter	PSH	5%	94%	99%	0%
hom_Diamond Apartments	H.O.M.E.S. Inc.	PSH	0%	0%	0%	0%
hom_Doria Apartment Homes Phase I	H.O.M.E.S. Inc.	PSH	0%	0%	0%	0%
jhf_Scattered Site Permanent Housing Program	John Henry Foundation	PSH	0%	0%	0%	0%
mcy_San Miguel	Mercy House	PSH	0%	0%	0%	0%
spc_2002 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	0%	0%	0%	100%
spc_2003 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	100%	0%	100%	0%
spc_2004 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	0%	0%	0%	50%
spc_2005 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	50%	0%	50%	50%
spc_2006 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	0%	50%	50%	0%
spc_2008 Shelter Plus Care TRA Project	Orange County Housing Authority	PSH	100%	0%	100%	0%
spc_2009 New Shelter Plus Care TRA Project	Orange County Housing Authority	PSH	0%	100%	100%	0%
spc_Shelter Plus Care Mercy House	Orange County Housing Authority	PSH	0%	0%	0%	100%
spc_Avenida Project Based Vouchers	Orange County Housing Authority	PSH	50%	0%	50%	0%
spc_Jackson Aisle Shelter Plus Care PRA Renewal	Orange County Housing Authority	PSH	0%	0%	0%	100%
spc_New Shelter Plus Care TRA PHBP	Orange County Housing Authority	PSH	0%	0%	0%	0%
spc_New Shelter Plus Care TRA Samaritan Housing	Orange County Housing Authority	PSH	40%	40%	80%	0%
spc_Shelter Plus Care Colettes Childrens Home	Orange County Housing Authority	PSH	0%	0%	0%	0%
spc_Shelter Plus Care TRA 2007 Project	Orange County Housing Authority	PSH	57%	0%	57%	42%
spc_Shelter Plus Care TRA Consolidated #1 Renewal	Orange County Housing Authority	PSH	40%	15%	55%	25%
spc_VASH	Orange County Housing Authority	PSH	48%	6%	54%	36%
vet_Veteran's Village	Veterans First	PSH	30%	7%	37%	30%
vet_Veterans Family Housing	Veterans First	PSH	50%	0%	50%	0%

**HH Entries from Homeless Prior Living** shows the percentage of households that entered from each of these categories: unsheltered, emergency shelter, unsheltered or emergency shelters, and transitional housing. Only households with enrollment dates between 1/1/14 and 12/31/14 were included in this calculation. Because of this, some PSH projects may have zero households that entered from homelessness if they did not have any new enrollments during that year.

HIC Project Name	Organization Name	Proj. Type	PH Exits that Return to Hmls, All Years	
			% of PH exits	% of all exits
oc4_Permanent Housing Collaborative	American Family Housing	PSH	0%	0%
oc4_Permanent Housing 2	American Family Housing	PSH	0%	0%
trp_Tyrol Plaza	Anaheim Supportive Housing	PSH	0%	0%
cch_Olinda Permanent Supportive Housing	Colette's Children's Home	PSH	0%	0%
fsi_Henderson House Supportive Housing	Friendship Shelter	PSH	0%	0%
hom_Diamond Apartments	H.O.M.E.S. Inc.	PSH	0%	0%
hom_Doria Apartment Homes Phase I	H.O.M.E.S. Inc.	PSH	0%	0%
jhf_Scattered Site Permanent Housing Program	John Henry Foundation	PSH	0%	0%
mcy_San Miguel	Mercy House	PSH	0%	0%
spc_2002 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	0%	0%
spc_2003 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	0%	0%
spc_2004 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	0%	0%
spc_2005 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	0%	0%
spc_2006 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	0%	0%
spc_2008 Shelter Plus Care TRA Project	Orange County Housing Authority	PSH	0%	0%
spc_2009 New Shelter Plus Care TRA Project	Orange County Housing Authority	PSH	0%	0%
spc_Shelter Plus Care Mercy House	Orange County Housing Authority	PSH	0%	0%
spc_Avenida Project Based Vouchers	Orange County Housing Authority	PSH	0%	0%
spc_Jackson Aisle Shelter Plus Care PRA Renewal	Orange County Housing Authority	PSH	0%	0%
spc_New Shelter Plus Care TRA PHBP	Orange County Housing Authority	PSH	0%	0%
spc_New Shelter Plus Care TRA Samaritan Housing	Orange County Housing Authority	PSH	0%	0%
spc_Shelter Plus Care Colettes Childrens Home	Orange County Housing Authority	PSH	0%	0%
spc_Shelter Plus Care TRA 2007 Project	Orange County Housing Authority	PSH	0%	0%
spc_Shelter Plus Care TRA Consolidated #1 Renewal	Orange County Housing Authority	PSH	1%	1%
spc_VASH	Orange County Housing Authority	PSH	0%	0%
vet_Veteran's Village	Veterans First	PSH	0%	0%
vet_Veterans Family Housing	Veterans First	PSH	0%	0%

**PH Exits that Return to Homelessness** is the percentage of households that exited to a permanent housing location and returned within a year to either an ES or TH program.

**All Exits that Return to Homelessness** is the percentage of households that exited the project and returned within a year to either an ES or TH program.

HIC Project Name	Organization Name	Proj. Type	Total Households Exited	Permanent Housing Exits	
				% of all exits	
oc4_Permanent Housing Collaborative	American Family Housing	PSH	5	80%	
oc4_Permanent Housing 2	American Family Housing	PSH	6	67%	
trp_Tyrol Plaza	Anaheim Supportive Housing	PSH	1	0%	
cch_Olinda Permanent Supportive Housing	Colette's Children's Home	PSH	1	100%	
fsi_Henderson House Supportive Housing	Friendship Shelter	PSH	1	0%	
hom_Diamond Apartments	H.O.M.E.S. Inc.	PSH	0	0%	
hom_Doria Apartment Homes Phase I	H.O.M.E.S. Inc.	PSH	1	100%	
jhf_Scattered Site Permanent Housing Program	John Henry Foundation	PSH	5	20%	
mcy_San Miguel	Mercy House	PSH	1	0%	
spc_2002 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	9	33%	
spc_2003 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	12	33%	
spc_2004 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	8	50%	
spc_2005 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	6	67%	
spc_2006 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	7	29%	
spc_2008 Shelter Plus Care TRA Project	Orange County Housing Authority	PSH	0	0%	
spc_2009 New Shelter Plus Care TRA Project	Orange County Housing Authority	PSH	1	0%	
spc_Shelter Plus Care Mercy House	Orange County Housing Authority	PSH	3	33%	
spc_Avenida Project Based Vouchers	Orange County Housing Authority	PSH	9	89%	
spc_Jackson Aisle Shelter Plus Care PRA Renewal	Orange County Housing Authority	PSH	1	0%	
spc_New Shelter Plus Care TRA PHBP	Orange County Housing Authority	PSH	4	0%	
spc_New Shelter Plus Care TRA Samaritan Housing	Orange County Housing Authority	PSH	4	75%	
spc_Shelter Plus Care Colettes Childrens Home	Orange County Housing Authority	PSH	0	0%	
spc_Shelter Plus Care TRA 2007 Project	Orange County Housing Authority	PSH	19	79%	
spc_Shelter Plus Care TRA Consolidated #1 Renewal	Orange County Housing Authority	PSH	47	40%	
spc_VASH	Orange County Housing Authority	PSH	9	11%	
vet_Veteran's Village	Veterans First	PSH	12	58%	
vet_Veterans Family Housing	Veterans First	PSH	4	100%	

**Permanent Housing Exits** is the percentage of exited households that exited to permanent housing. Only households with exit dates between 1/1/14 and 12/31/14 were included in this calculation. Some PSH projects have 0% because they did not have any clients exit during that time period, or because the only "exits" were clients that died.

HIC Project Name	Organization Name	Proj. Type	Total Households Exited	Average LOS (days)
oc4_Permanent Housing Collaborative	American Family Housing	PSH	5	883
oc4_Permanent Housing 2	American Family Housing	PSH	6	619
trp_Tyrol Plaza	Anaheim Supportive Housing	PSH	1	865
cch_Olinda Permanent Supportive Housing	Colette's Children's Home	PSH	1	827
fsi_Henderson House Supportive Housing	Friendship Shelter	PSH	1	180
hom_Diamond Apartments	H.O.M.E.S. Inc.	PSH	0	0
hom_Doria Apartment Homes Phase I	H.O.M.E.S. Inc.	PSH	1	953
jhf_Scattered Site Permanent Housing Program	John Henry Foundation	PSH	5	920
mcy_San Miguel	Mercy House	PSH	1	672
spc_2002 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	9	1,984
spc_2003 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	12	1,105
spc_2004 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	8	1,509
spc_2005 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	6	1,131
spc_2006 Shelter Plus Care TRA Renewal Project	Orange County Housing Authority	PSH	7	1,258
spc_2008 Shelter Plus Care TRA Project	Orange County Housing Authority	PSH	0	0
spc_2009 New Shelter Plus Care TRA Project	Orange County Housing Authority	PSH	1	1,206
spc_Shelter Plus Care Mercy House	Orange County Housing Authority	PSH	3	673
spc_Avenida Project Based Vouchers	Orange County Housing Authority	PSH	9	526
spc_Jackson Aisle Shelter Plus Care PRA Renewal	Orange County Housing Authority	PSH	1	556
spc_New Shelter Plus Care TRA PHBP	Orange County Housing Authority	PSH	4	1,096
spc_New Shelter Plus Care TRA Samaritan Housing	Orange County Housing Authority	PSH	4	1,330
spc_Shelter Plus Care Colettes Childrens Home	Orange County Housing Authority	PSH	0	0
spc_Shelter Plus Care TRA 2007 Project	Orange County Housing Authority	PSH	19	874
spc_Shelter Plus Care TRA Consolidated #1 Renewal	Orange County Housing Authority	PSH	47	1,831
spc_VASH	Orange County Housing Authority	PSH	9	495
vet_Veteran's Village	Veterans First	PSH	12	305
vet_Veterans Family Housing	Veterans First	PSH	4	383

**Average LOS (days)** is the average of the length of stays for all households that exited the project between 1/1/14 and 12/31/14. Some PSH projects have an average LOS of zero because none of their clients exited during that time period. In addition, a graph is not included for PSH projects because there is not a max length of stay for PSH projects.