Performance Improvement Calculator:
ABOUT THE CALCULATOR

The Focus Strategies Performance Improvement Calculator is an interactive tool that lets communities use local cost and performance data on homeless programs to model strategies to increase the number of people who move from homelessness to permanent housing. The Calculator, created in Microsoft Excel, uses key HMIS data and budget information about programs to assign costs, per permanent housing outcome, to different interventions within a community (typically shelter, transitional housing, rapid rehousing and permanent supportive housing). Communities enter baseline data on the number of available beds/slots, annual exit rates, exits to permanent housing, returns to homelessness and resource investments for programs serving single adults and families. From these five data points, the Calculator generates charts that show current outcomes in each part of the system and the average cost of these outcomes. Communities that have already completed the National Alliance to End Homelessness's Homeless System Evaluator tool will be able to use data from the Evaluator to populate the Calculator.

Calculator users can experiment with system-level changes in performance or investments, and see how much impact a proposed change has on the rate of permanent housing exits and average costs. With the Calculator, users can:

- change average permanent housing placement rates for different kinds of programs,
- change the average length of program stays,
- change the rate at which people return to the homeless system after being housed, and
- move funding from one type of intervention to another.

The Calculator is designed to allow users to see the impact of these changes independently or together. The Calculator illustrates how changes to program rules and practices and investments can maximize the number of households housed with existing resources.

This tool is designed to model key strategies for change within most homeless systems based on the primary HEARTH performance measures. Specific community circumstances and atypical programs cannot be reflected in the model. To make investment decisions, communities may need to look at the specific dynamics of their programs and investments to see where change is most feasible. The Calculator, however, can point to promising approaches and the anticipated impact of different stratgies.

For more information on the Performance Improvement Calculator, please contact Anna Blasco at the National Alliance to End Homelessness: ablasco@naeh.org or Katharine Gale of Focus Strategies: katharine@focusstrategies.net

Version 2

October 23, 2012

Use of Calculator:

The Calculator computes the impact of a community's program practices and investment strategy on moving people and households from homelessness to housing. The Calculator also shows how shifting program rules or practices and resource investments can maximize reductions to the current homeless population.

General Layout of Calculator:

There are thirteen tabs in the Calculator, each are numbered and color coded as listed below. Each blue tab allows for changes to one system outcome or investment strategy; the goal of these tabs is to model the impact of each type of change in performance. The Summary of Changes (orange) and Change All Calculator (pink) tabs allow changes to all performance areas to be reviewed or inputted in one view; these tabs show the cumulative impact of system changes.

Type of Tab	Tab Number	Contents
Instructions	1a. Executive Summary	· Overview of the Calculator's purpose
	1b. Getting Started	· Navigating the Calculator
	1c. FAQs	· Answers to frequently asked questions
Data Input	2. Data Input	· Entry point for HMIS, capacity, and investment data · Computes current system performance outcomes
	3. Investment Worksheet	· Optional worksheet for estimating investments · Helpful if investment data is not available from all programs
Current Performance	4. Current Outcomes	· Charts showing current performance: LOS and PH exits
	5. Curent Investments	· Charts showing current investment strategy performance
Change one program practice or investment strategy and see the impact of that change on system performance	6. Change PH Exits	· Charts showing how rate of exiting households to PH impacts system performance
	7. Change LOS	· Charts showing impact on system performance when changes are made to the average LOS
	8. Change Investments	· Charts showing changes to costs per PH exit and PSH capacity when investments are changed
	9. Change Returns to Homelessness	· Charts showing changes to PH exits and costs when changes are made to the rate of return to homelessness
View all changes made in blue tabs	10. Summary of Changes	· Charts showing the additive impacts of the changes made in tabs 6, 7, 8 and 9.
Input changes to all areas in one tab	11. Change All Calculator	· Allows program and investment changes to all four components in one page

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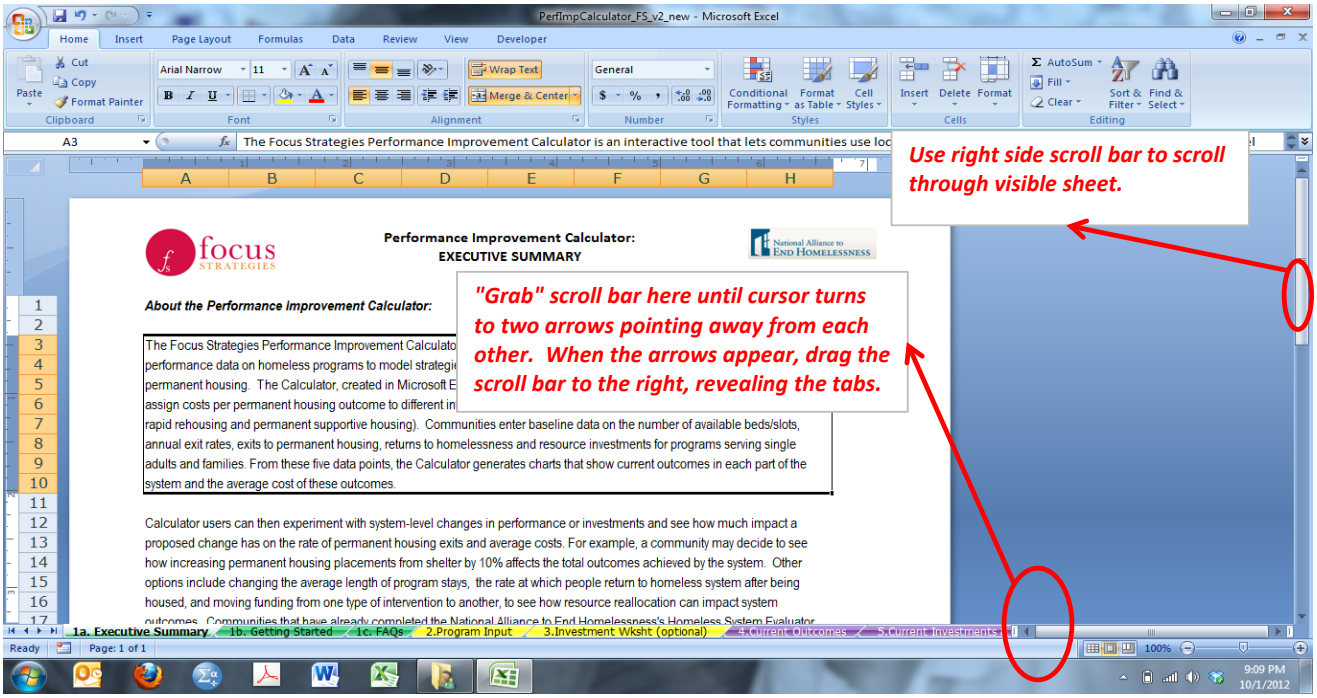
Navigating the Calculator:

- Users can only input into yellow shaded cells, which appear in two places:
  - The yellow tab data input pages
  - The blue and pink tabs, where changes to the various program components can be made
- Grey cells contain calculations and will automatically populate based on input in the yellow cells.
- Each blue tab has question mark icons; the user can hover the cursor over the icon for input instructions for the page.
- The orange Summary of Changes tab carries forward all changes input in the blue tabs and shows the user the combined impact of all of the changes.
- As an alternative to the Summary of Changes tab, if the user wishes to make changes to all components of the system at once and see the impacts, the pink tab called the Change All Calculator allows for this.

Getting Started in Excel:

The Calculator contains 13 tabs. Not all of the tabs will be visible at one time; use the arrow buttons at the bottom left of the screen to scroll through the tabs. If you cannot see the tabs, your scroll bar may be covering them. In that case, highlight and "grab" the left side of the scroll bar and drag it to the right, revealing the tabs. The scroll bar at the bottom can be used to scroll left and right in the visible sheet and the scroll bar on the right can be used to scroll up and down on the visible sheet.



1. What type of data is needed to complete the Calculator?

The Calculator requires three types of data, which are described below. Specific information about each data point, including how and where to obtain it, is detailed alongside the tables in the two yellow input tabs.

1 System Capacity	This capacity is the inventory of beds, units, and service slots of the programs that will be included in the analysis. In some communities, system capacity may come from the community's Housing Inventory Chart (HIC). For the Calculator to work best, the beds, units, and slots entered should only be those from programs for which the community also has performance and investment data.
2 System Investment	The costs of operating the programs included in the analysis. System investments should include all costs, inclusive of those paid with public and private funds. The total cost includes administrative costs, operations and service delivery. If there are services provided by an outside agency that are explicitly attached to the program (as is sometimes the case in permanent supportive housing and transitional housing), those costs should also be included, even if they are outside the provider agency's budget.
3 System Performance	Data (typically from HMIS) on program usage. This data should be on a household level (single adults and family households) and should include each program use for households who exited more than one program in the given timeframe.

2. Where should I get the data from?

Typically, the System Performance data will be coming from programs in the Homeless Management Information System (HMIS). Therefore, this set of programs is recommended as the starting point for gathering and using bed/unit capacity and investment data. In the instructions on the "Program Input" tab, there are suggestions for compiling the investment figures to best align with the HMIS data available. If your community has additional performance and investment data on programs outside of HMIS, those can be manually added to the data drawn from HMIS. Communities that have previously completed the Alliance's Homeless System Evaluator will have the data necessary to complete the Calculator.

3. What can I do if I only have budget information for some programs?

If you can only get budget information for some of the programs in your HMIS data set, the Calculator includes a worksheet (Tab 3) to help you estimate the costs for all beds and units, by program type, based on the information you have for similar programs.

4. The Calculator asks for data divided by programs that serve single adults and programs that serve families. What if my community does not or cannot divide our data this way?

The Calculator shows outcomes for programs that serve single adults only, for programs that serve families, and the whole system combined. If you do not have information for your programs divided in this way, simply use the single adult entry point. If you do this, you will need to enter the data at the individual level, even for persons in family households. The "All Households" graphs will still function, showing the results for all people in the system. Note that in this case, all results including costs per exit will be per individual served, even for people within family households.

5. The Calculator asks for data on families at the "household" level. How do you recommend we collect this?

Most HMIS collect data at the individual level, including each person in a family. However, the solutions to homelessness are at the household level (families move into one home together). This difference is a mismatch between how HMIS collects data and

how communities think about investing resources. To create useful information about performance and costs, the Calculator is set up to accept data on outcomes for single adult households and family households. There are different approaches to working with HMIS data to report at the household level:

(a) Using household identifiers in HMIS, "collapse" the client level records into household level records, applying locally appropriate decision rules to address discrepant data among family members (e.g. if one member has a different exit destination than another).

(b) Determine the average household size for family households in your community. This can be calculated using various available sources:

1. Using the HMIS: # people in households with children ÷ # households with children
2. Using the PIT: # people in households with children ÷ # households with children
3. Using APRs: If using APRs, you will need both the most recent HPRP APR and APRs for all or most of the programs in the dataset.
   HPRP: # persons in HH with children (Q5) ÷ # HH with children (Q6)
   Programs: # persons in HH with children (Q8) ÷ # HH with children (Q9). This gives the average household size per program. Average these across the program type.

(Note that HPRP APRs do not differentiate HH counts (Q6) by prevention and rapid re-housing. You will need to calculate the average for the entire program.)

4. If no local average can be calculated, use the national average of three persons in a homeless household. (From the NAEH/CSH October 2012 publication, "Ending Family Homelessness: National Trends and Local System Responses")

Before inputting data into Tab 2 of the Calculator, divide capacity and all of the exit numbers for programs serving families by the average family household size to estimate the capacity and number of exits by households.

(c) If you cannot produce data at the household level, or if your community wishes to show outcomes for individual people, contact Katharine Gale with Focus Strategies at katharine@focusstrategies.net. She can provide a modified version of the Calculator, labeled and aligned for data at the individual level.

6. The capacity in our HIC is not an accurate reflection of the actual average capacity for our HPRP rapid re-housing programs. Is there an alternative way to calculate HPRP capacity?

For rapid re-housing programs that don't have fixed "beds," an alternative (and perhaps more accurate) approach to using HIC capacity is to calculate the average capacity over the most recent year. To do this, add the total lengths of stay (exit date minus entry date) for all single adults served within the year and all persons in family households served within the year and divide both totals by 365. This will give you the average number of "beds" at any given point in the year. For HPRP programs serving families, this number will need to be divided the average household size of families in HPRP. FAQ #5 above provides recommendations for calculating the average household size that can be used to complete this calculation.

7. In addition to single adults and famiilies with children, my community has distinctions for adult couple households, child only households and unaccompanied minors. Which household type(s) should these households be placed in?

The distinction between single adult households and family households is more a reflection of the typical organization of the services than on the exact composition of the households served. In general, programs that serve adult individuals and households without children are different than programs that serve households with children. Therefore, Focus Strategies recommends that households consisting of only adults, including couples, adult children living with their parents, etc. be classified as "Single Adults". Similarly, Focus recommends that unaccompanied minors be categorized as "Single Adults", as they typically use the programs/services intended for adults, not those intended for families. Given that most child only households (those with a minor head of household and her small child, for example) include multiple generations, Focus recommends they be classified as "Family" households.

8. What should the timeframe of the data be?

There are three different types of data that are used in the Calculator: data on the system's capacity, performance and investments. Each type of data may come from different sources; it is important that the data used reflect the same timeframe as much as possible. Because the Calculator includes information on people returning to homelessness within a year of exiting a homeless program for permanent housing, the data used must be associated with client stays that have exited the program(s) and whose exit is at least a year ago. Focus Strategies recommends selecting the dataset of all program exits between 24 and 12 months prior to the current date to populate the Calculator, and the returns to homelessness for the following 12 month period. For example, if you are using the Calculator in October of 2012, you may want to use the dataset of exits from September 1, 2010 through October 1, 2011. However, if your community's only Rapid Re-Housing programs were funded with HPRP and those programs were not active during this timeframe, you should consider selecting either a 12 month period during which HPRP was active OR including two years worth of data in your analysis, to be sure to have data that shows the outputs of Rapid Re-Housing efforts.

9. Where did the sample data in the Calculator come from?

The Calculator comes with sample data entered. This set was created from information collected by the Alliance from communities that have previously prepared their Evaluator tool (link is on tab 2). The performance rates from each part of the system, including exits, permanent housing exits, returns to homelessness, and costs, were averaged from between seven and 12 communities across the country, depending on the data available. The number of beds and total money in the sample system represents a hypothetical moderate-sized system. This data is provided so that you can quickly and easily see the functionality of the Calculator. Be sure to completely remove all of the data in the yellow cells on Tab 2 prior to inputting your community's data.

10. What calculations does the Calculator perform automatically?

Average Length of Stay (LOS)	Number of days in a year divided by the turnover rate of all beds/capacity *365 ÷ (total exits in a year ÷ total annual capacity)*
Rate of Permanent Housing Exits	Percent of all annual exits that are to permanent housing locations *# annual exits to PH ÷ total exits in a year*
Rate of Returns	Percent of all annual exits to PH that return to a HMIS homeless program (ES, TH, HPRP-RR) within a year after exiting *# returns to homelessness ÷ # annual exits to PH*
Net Exits to PH	Total number of PH exits that "stick" (e.g. do not return to homelessness within a year) *# annual exits to PH - (# annual exits to PH * rate of return)*
Rate of Net Exits to PH	Percent of all annual exits to PH that "stick"(e.g. do not return to homelessness within a year) *# annual net exits to PH ÷ total exits in a year*

11. What is a "weighted" average?

The weighted average is an average in which data points are "weighted" so that they contribute to the average in proportion to their frequency in the dataset. For example, if you have 10 family households with an average LOS of 40 days, and 30 individual households with an average LOS of 20 days, the unweighted (arithematic) average would be (20 + 40) ÷ 2 = 30. Conversely, a weighted average considers that there are many more individual households and "weights" their average LOS proportionally. The mathematical equation for the weighted average in this example is ((10 * 40) + (30 * 20)) ÷ 40 = 25. The weighted average in this case is lower than the arithematic average, because there are many more individual households with a lower average LOS than there are family households with a higher average LOS.

12. Does the Calculator include any "controls" to limit or control data input?

The Calculator was designed to allow for use by a variety of communities with a variety of different homeless systems and configurations. So, it does not limit or control data input - it will allow the user to input the data that is the most correct and/or most available for the particular community. If data quality is a concern, you may want to consider some of the recommendations included in the Data Input tab for estimating some of the requested data for your community. For example, if you cannot produce returns to homelessness, you can either leave that portion of the Calculator blank and focus on the portions that analyze the data you do have, or you can apply the provided sample averages to your community's exit data as an estimator of the impact of returns in your community.

13. What acronyms does the Calculator use?

ES	Emergency Shelter
HH	Household
HIC	Housing Inventory Chart
HMIS	Homeless Management Information System
HPRP-RR/RR	Homelessness Prevention and Rapid Re-Housing Program (Rapid Re-Housing)
LOS	Length of Stay
PH	Permanent Housing
PIT	Annual Point In Time Count
PSH	Permanent Supportive Housing
TH	Transitional Housing

14. Where should I enter data about a Safe Haven?

Information about Safe Havens should be included in the program type that is most similar to how that program operates, typically as transitional housing or permanent supportive housing, depending on local program rules.

15. How is a return to homelessness defined?

A return to homelessness is defined: when a person or household that exited a homeless program to a permanent housing destination has a new entry into an emergency shelter, Safe Haven, transitional housing or rapid re-housing program within twelve months of their exit to permanent housing. Entries into non-residential programs in HMIS should not be counted.

16. How are the outcomes of people with multiple program stays counted in the Calculator?

Some individuals or households will enter and exit from more than one homeless program in HMIS in the window of time the Calculator is assessing. The Calculator counts each exit from a residential program as a separate outcome. For example, if a person moves from one shelter to another before moving to permanent housing, both exits will be counted in the "Total Annual Exits," though only the second one will count as an exit to permanent housing. If a household is assisted to move from shelter to permanent housing by a rapid rehousing program, and both the shelter and the rehousing program record that exit as an exit to permanent housing, then that exit will be counted twice and will contribute to both the shelter permanent housing exit rate and the rapid rehousing rate.

17. I only see changes to permanent supportive housing in one tab, Tab 8: Change Investments. Why is PSH not included in the other tabs? How is (or isn't) PSH impacted when changes are made to the homeless system?

Permanent Supportive Housing (PSH) is an important component of the homeless system of care and the Calculator (Tab 8) allows users to model reallocation or new investments in PSH to gain additional annual capacity. The Calculator considers the cost of each program type (including PSH) in limited terms – based on annual operating and service costs. Depending on the program model, developing new supportive housing may require a substantial amount of capital funding as well.

The Calculator focuses on maximizing the impact of the system in getting households into permanent housing. Exits to PSH are included in all the outcome analyses – any exit from another homeless program into PSH is counted as a permanent housing exit. Turnover from PSH, however, is not counted. For most purposes of the Calculator, PSH is treated like other permanent housing; once a household exits to permanent housing they are no longer included in the analysis unless they return to the homeless system within one year.

Communities with deeply targeted and successful PSH may be interested in increasing turnover in PSH in order to serve more households. This is a good strategy for increasing access to affordable housing, and may create improvements in the exit rates of other parts of the system, as long as those leaving PSH do so for other permanent housing. This type of change is not currently modeled in the Calculator.

18. How can I best use the Calculator to present the results?

The Calculator is set up in a "normal" page view, allowing the user to see the majority of each tab on his or her computer screen - this setup is to facilitate data entry. For presenting the results:

- To project the Calculator onto a screen for presentation to a group, change the "View" to "Page Layout" and select "Full Screen" as the Workbook View. You may also wish to use Excel's "Zoom" function to zoom in or out on certain graphs.
- For producing printed reports, the Calculator is set up to print all tabs on 8.5 x 11 paper, in the "portrait" orientation. For a complete report, we recommend printing tabs 4 through 10. Tabs 4 and 5 show the current system outcomes, 6 through 9 show the impacts on the system of each of the four singular changes and tab 10 shows the combined impact of all the previous changes.
- Correct page numbers will print if you print each tab (instead of using the print setting for "entire workbook").

Performance Improvement Calculator:
PROGRAM PERFORMANCE INPUT

This worksheet collects the five pieces of required data to populate the Performance Improvement Calculator: System Capacity, System Investments, Annual Exits, Annual Exits to Permanent Housing (PH), and Returns to Homelessness. Instructions to the right of this table explain how to input the data. If you have already completed The Alliance's Homeless System Evaluator Tool for your community, there are detailed instructions on how to transfer Evaluator data below the table. ***The data in the yellow cells is sample data; please be sure to delete all the sample data before inputting local data.***

		Emergency Shelters	Transitional Housing	Rapid Re-Housing	Permanent Supportive Housing	Total or Average	PSH Investment Per Unit
Annual Capacity [1]	Single Adults	200	170	50	185	605	N/A
	Family Households	90	240	75	80	485	N/A
	Total	290	410	125	265	1,090	N/A
Investments [2]	Single Adults	$2,000,000.00	$1,800,000.00	$645,000.00	$2,500,000.00	$6,945,000.00	$13,513.51
	Family Households	$1,200,000.00	$3,000,000.00	$850,000.00	$1,500,000.00	$6,550,000.00	$18,750.00
	Total	$3,200,000.00	$4,800,000.00	$1,495,000.00	$4,000,000.00	$13,495,000.00	$15,094.34
Total Annual Exits [3]	Single Adults	1,550	235	150	N/A	1,935	
	Family Households	430	285	275	N/A	990	
	Total	1,980	520	425	N/A	2,925	
Average Length of Stay (days)	Single Adults	47	264	122	N/A	114	
	Family Households	76	307	100	N/A	179	
	Average (weighted)	53	288	107	N/A	136	
Annual Exits to PH [4]	Single Adults	265	98	112	N/A	475	
	Family Households	137	158	235	N/A	530	
	Total	402	256	347	N/A	1,005	
Rate of Exits to PH	Single Adults	17%	42%	75%	N/A	25%	
	Family Households	32%	55%	85%	N/A	54%	
	Average (weighted)	20%	49%	82%	N/A	34%	
Returns to Homelessness [5]	Single Adults	39	7	10	N/A	56	
	Family Households	15	14	9	N/A	38	
	Total	54	21	19	N/A	94	
Rate of Return to Hmls	Single Adults	15%	7%	9%	N/A	12%	
	Family Households	11%	9%	4%	N/A	7%	
	Average (weighted)	13%	8%	5%	N/A	9%	
Net Exits to PH	Single Adults	226	91	102	N/A	419	
	Family Households	122	144	226	N/A	492	
	Total	348	235	328	N/A	911	
Rate of Net Exits to PH	Single Adults	15%	39%	68%	N/A	22%	
	Family Households	28%	51%	82%	N/A	50%	
	Average (weighted)	18%	45%	77%	N/A	31%	

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PROGRAM INPUT TABLE INSTRUCTIONS:

These instructions describe how to input data into the Program Performance table to the left. To print these instructions, select "Print" and select page 3.

[1] Input in the yellow cells the current total capacity for each program type that is reported in your community's HMIS. The capacity will need to be input as bed capacity for single adults and as household capacity (units) for programs serving families. Some communities may find that this information is easiest to obtain from the Housing Inventory Chart (HIC). The HIC records both bed capacity and unit capacity for shelters, transitional housing, HPRP-RR and permanent supportive housing for households with children. For programs serving single adults, use the bed capacity from the HIC; for programs serving family households, use the unit capacity from the HIC.

If you are not using HIC to gather the capacity figures, and the information being used counts beds but does not translate these beds into units, you will need to calculate average household size and apply that to the count of beds for persons in families. FAQ #5 (Tab 1c) provides detail on approaches for calculating average household size. Once you have the average family household sizes for each program type, divide the number of beds in each program by the appropriate average household size to get the average household capacity (units) by program type.

Be sure to include only the bed or unit capacity that corresponds to the program performance dataset. In most cases, the data pulled for program performance will be from at least one calendar year in the past. If bed/unit capacity has changed substantially recently (e.g. added or removed beds), it is very important to use the accurate capacity for the analysis timeframe. (See Tab 1c: FAQs for further guidance on pulling the dataset.)

[2] The investment cells should include the total annual cost for all programs in HMIS in the program type. This amount should include HUD dollars, private dollars, the value of outside services, and administrative costs. In most communities, investment information will need to be obtained directly from the providers. In the case that you are not able to obtain complete investment information on all programs for which you have performance data, Focus has created an investment worksheet tab to help calculate an average investment per bed. *Note that the investment amount for PSH is annual operating and service costs only and does not include any capital costs.*

[3] Input the total number of exits for single adult individuals and for family households from the program type during the calendar year.

[4] Input the total number of exits for single adult individuals and for family households from the program type during the calendar year to permanent housing destinations. This number should be a subset of the "Total Annual Exits." Permanent housing destinations are those destinations categorized by HUD in the Annual Performance Report (APR). See page 47 of the HUD APR Guidebook (http://www.hudhre.info/documents/esnapsCoCAPRGuidebook.pdf) for detail on which HMIS answer choices are considered "permanent."

[5] Input the total number of single adults and family households who exited to permanent housing (from "Annual Exits to PH," above) that returned to another homeless program within 365 days/1 year. This number should be a subset of the numbers in "Annual Exits to PH." A return to homelessness is marked by a new entry in HMIS into an emergency shelter, Safe Haven, transitional housing or rapid re-housing program. Entries into non-residential programs in HMIS should not be counted.

If your community does not have data on returns to homelessness, you can either leave these cells blank and not use Tab 9 or you can use the average rates of returns from The Alliance's sample data. Estimate the numbers of returns to homelessness in your system to arrive at the following system averages in rows 23 and 24:

- Adult Only HH: ES (15%), TH (7%), RR (9%)
- Family HH: ES (11%), TH (9%), RR (4%)

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Performance Improvement Calculator:
PROGRAM PERFORMANCE INPUT

Below are instructions to complete the Performance Improvement Calculator using data from the Alliance's Homeless System Evaluator. If your community has not previously prepared an Evaluator, use the instructions to the right of the table above to complete the Calculator.

The Homeless System Evaluator is also an Excel-based tool developed and distributed by the Alliance. The Evaluator uses AHAR, PIT and HMIS or APR-derived data to present information about a community's current level of need, performance on key HEARTH goals and on costs per outcome. The Evaluator is typically completed by Continuums preparing for the Alliance's Performance Improvement Clinics, but it is available to any community or agency that would like to use it. The Evaluator can be found at: http://www.endhomelessness.org/library/entry/homeless-system-evaluator-tool.

PROGRAM INPUT TABLE INSTRUCTIONS FOR EVALUATOR USERS:
If your community has previously prepared the Alliance's Evaluator tool you can use the data from that tool to prepare the Calculator. All of the information can be found on Evaluator Tab 8: Formulas.

Note: If your community previously prepared the Alliance's Evaluator tool using individual/person level data, you will need to adjust this data to reflect household outcomes and units on the family side before transferring to the Calculator. To do this, you will need to calculate an average family household size for each program type. Details on calculating average family size can be found in FAQ #5 (Tab 1C). The unit capacity and exit data should first be divided by the average household size for family households; these adjusted numbers can then be input in the PIC, following the detail below.

1. To enter Annual Bed Capacity, pull the corresponding information from Column E of the Formulas Tab. For single adults (singles) you will need to enter the data in cells E3 (Shelter), E4 (Transitional Housing), E5 (Rapid Rehousing) and E7 (Permanent Supportive Housing). For family households you will enter the data in cells E9, E10, E11 and E13 (or this data divided by average family size if the Evaluator was prepared with individual level data).

2. To enter Annual Investments, pull the corresponding information from Column D of the Formulas Tab. For single adult households (singles) you will need to enter the data in cells D3, D4, D5 and D7. For family households you will enter the data in cells D9, D10, D11 and D13.

3. To enter Annual Exits to all destinations, pull the corresponding information from Column G of the Formulas Tab. For single adults (singles) you will need to enter the data in cells G3, G4, and G5. For family households you will enter the data in cells G9, G10, and G11 (or this data divided by average family size if the Evaluator was prepared with individual level data.)

4. To enter Annual Exits to Permanent Housing Destinations, pull the corresponding information from Column I of the Formulas Tab. For single adults (singles) you will need to enter the data in cells I3, I4, and I5. For family households you will enter the data in cells I9, I10, and I11 , (or this data divided by average family size if Evaluator was prepared with individual level data.)

The percentage rate of exits to permanent housing of all exits from shelter, transitional housing and rapid rehousing will calculate automatically in the Calculator. You can compare to the rate in the Evaluator to ensure the data is entered correctly.

5. If information is available, to enter Returns to Homelessness pull the corresponding data from the table on the formulas tab called "Rate of Return" which begins at row 66. For single adults, you will need to enter the data in cells C66 (Shelter), C70 (Transitional Housing), and C74 (Rapid Rehousing). For family households you will enter the data in cells C67, C71 and C75 (or this data divided by average family size if the Evaluator was prepared with individual level data).
The percentage rate of returns to homelessness after permanent housing will calculate automatically.

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Performance Improvement Calculator:
INVESTMENT WORKSHEET

Estimating Investments

[This sheet is optional.] In order to calculate average costs, the Calculator uses information about system investments. It may be difficult to obtain resource information about all the programs for which performance data is available in HMIS. In this case, a community can choose to limit its performance and capacity dataset to just those programs that provided investment information. Alternatively, if a community wishes to use all of the performance and capacity data, this worksheet can help to calculate an estimated system investment based on the resource information avialable for programs of the same type. Please note that this method assumes that the cost of programs that do not provide budget data are similar to those that do. This may or may not be an accurate assumption.

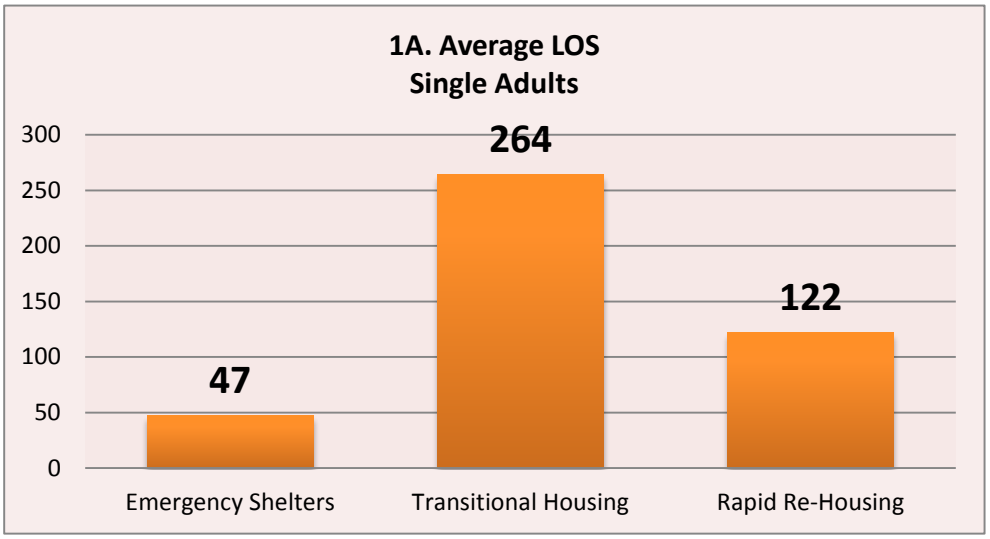
If your community wishes to calculate the estimated system investments for some or all of the program types, please complete the following tables (yellow cells only) on the programs that gave you investment data. Input the amounts in rows 18 and 25 into rows 8 and 9, respectively, of tab 2: Program Input.

	Emergency Shelter	Transitional Housing	Rapid Re-Housing	Permanent Supportive Housing
Programs Serving Single Adults				
Total Beds in Dataset	200	170	50	185
Total Beds in Programs for which budget data is available				
Total Investment from Programs for which budget data is available				
Estimated Total Investment, All Programs in Dataset				

	Emergency Shelter	Transitional Housing	Rapid Re-Housing	Permanent Supportive Housing
Programs Serving Family Households				
Total Units in Dataset	90	240	75	80
Total Units in Programs for which budget data is available				
Total Investment from Programs for which budget data is available				
Estimated Total Investment, All Programs in Dataset				

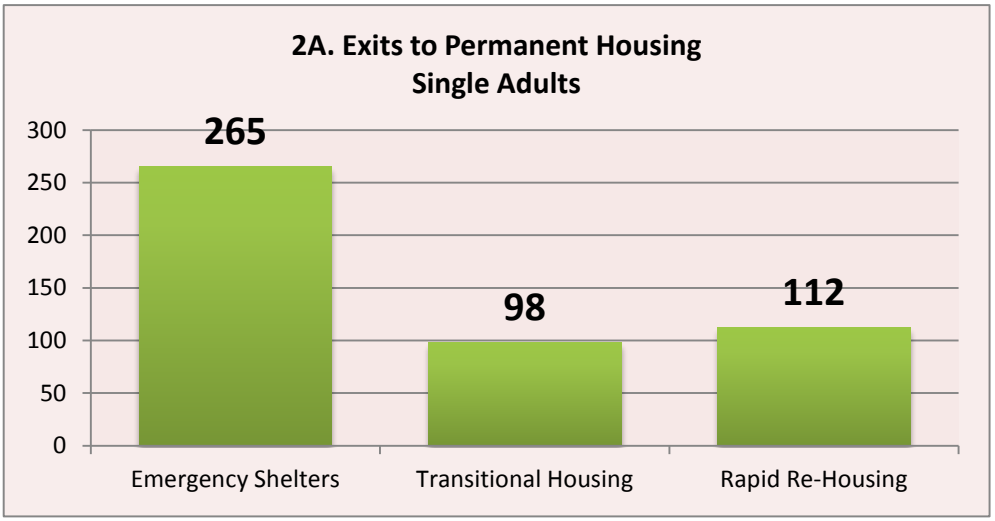
For more information on the Performance Improvement Calculator, please contact Anna Blasco at the National Alliance to End Homelessness: ablasco@naeh.org or Katharine Gale of Focus Strategies: katharine@focusstrategies.net.

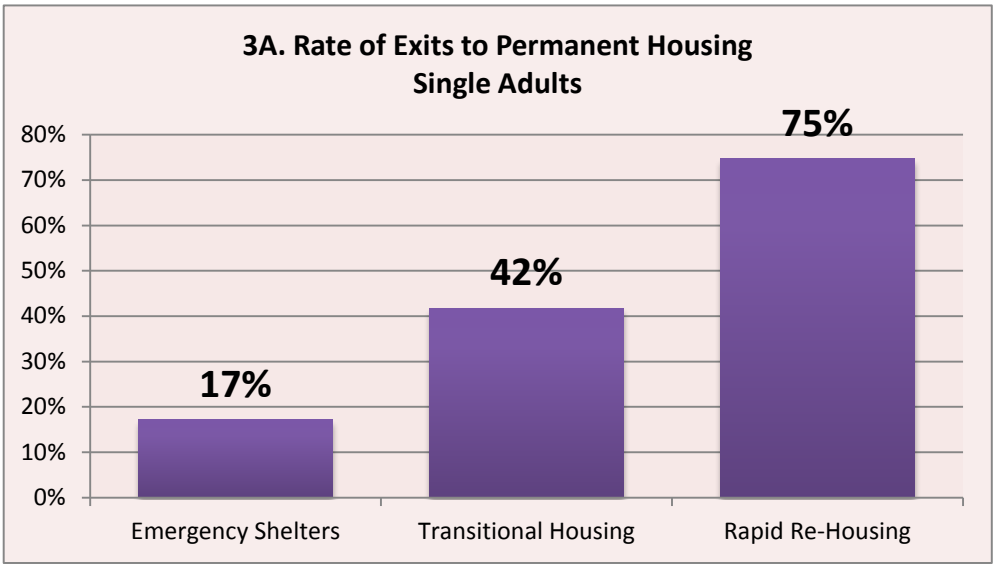
SINGLE ADULTS				
	System Capacity	Average LOS	Annual Exits	Annual Exits to PH
ES	200	47	1,550	265
TH	170	264	235	98
RR	50	122	150	112
PSH	185	N/A	N/A	N/A
Total	605	114	1,935	475



How many nights single adults remain in homeless programs is directly related to the cost of serving those households (each night in a homeless program has an associated cost) and to the number of single adults that can be served in a given number of beds.

SINGLE ADULTS				
	System Capacity	Average LOS	Annual Exits	Annual Exits to PH
ES	200	47	1,550	265
TH	170	264	235	98
RR	50	122	150	112
PSH	185	N/A	N/A	N/A
Total	605	114	1,935	475

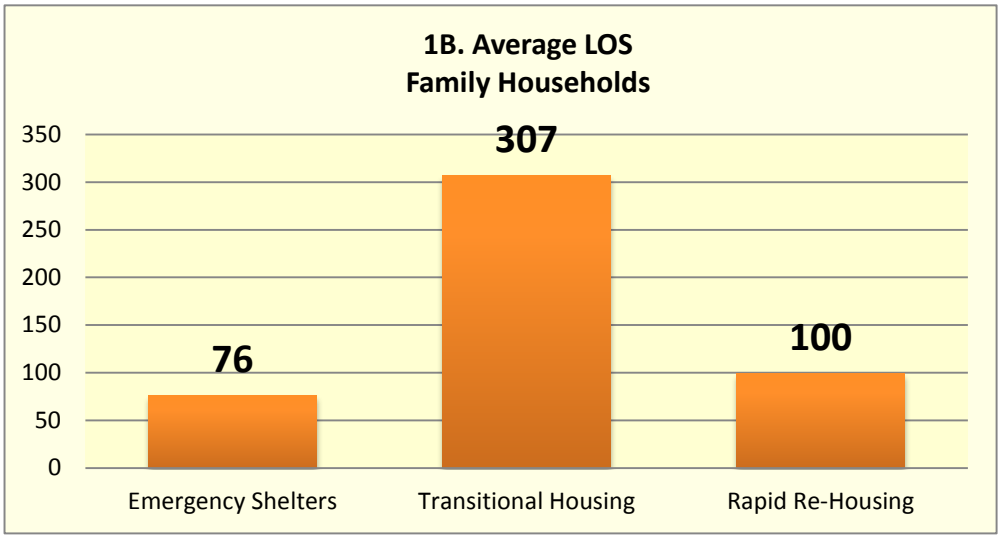




The number and associated rates of permanent housing exits that single adults make impacts the cost efficiency of the investment into that program(s). The more single adults that exit to permanent housing, given the existing capacity and investment, the less the cost per each permanent housing exit.

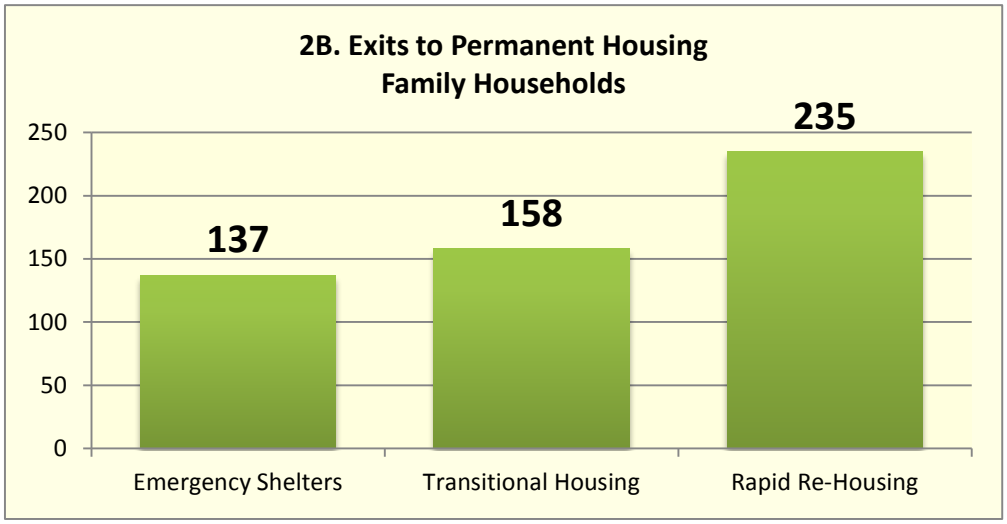
For more information on the Performance Improvement Calculator, please contact Anna Blasco at the National Alliance to End Homelessness: ablasco@naeh.org or Katharine Gale of Focus Strategies: katharine@focusstrategies.net.

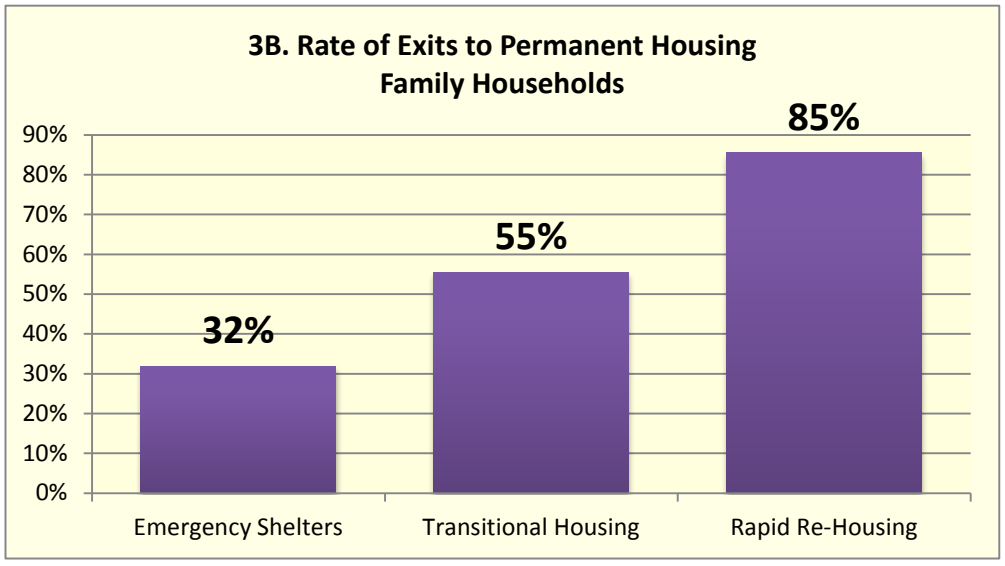
FAMILY HOUSEHOLDS				
	System Capacity	Average LOS	Annual Exits	Annual Exits to PH
ES	90	76	430	137
TH	240	307	285	158
RR	75	100	275	235
PSH	80	N/A	N/A	N/A
Total	485	179	990	530



How many nights family households remain in homeless programs is directly related to the cost of serving those households (each night in a homeless program has an associated cost) and to the number of family households that can be served in a given number of beds.

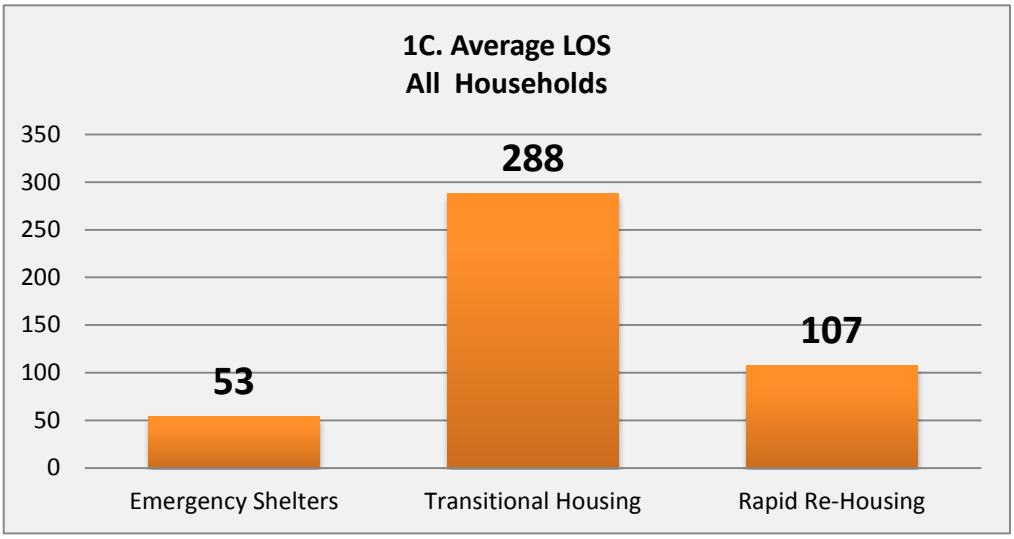
FAMILY HOUSEHOLDS				
	System Capacity	Average LOS	Annual Exits	Annual Exits to PH
ES	90	76	430	137
TH	240	307	285	158
RR	75	100	275	235
PSH	80	N/A	N/A	N/A
Total	485	179	990	530





The number and associated rates of permanent housing exits that family households make impacts the cost efficiency of the investment into that program(s). The more family households that exit to permanent housing, given the existing capacity and investment, the less the cost per each permanent housing exit.

ALL HOUSEHOLDS				
	System Capacity	Average LOS	Annual Exits	Annual Exits to PH
ES	290	53	1,980	402
TH	410	288	520	256
RR	125	107	425	347
PSH	265	N/A	N/A	N/A
Total	1,090	136	2,925	1,005



How many nights households remain in homeless programs is directly related to the cost of serving those households (each night in a homeless program has an associated cost) and to the number of households that can be served in a given number of beds.

ALL HOUSEHOLDS				
	System Capacity	Average LOS	Annual Exits	Annual Exits to PH
ES	290	53	1,980	402
TH	410	288	520	256
RR	125	107	425	347
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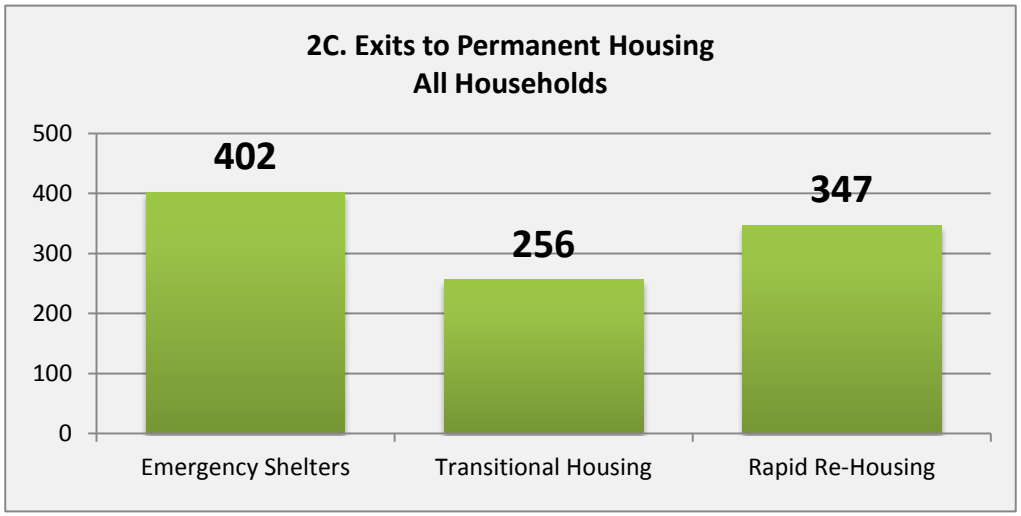
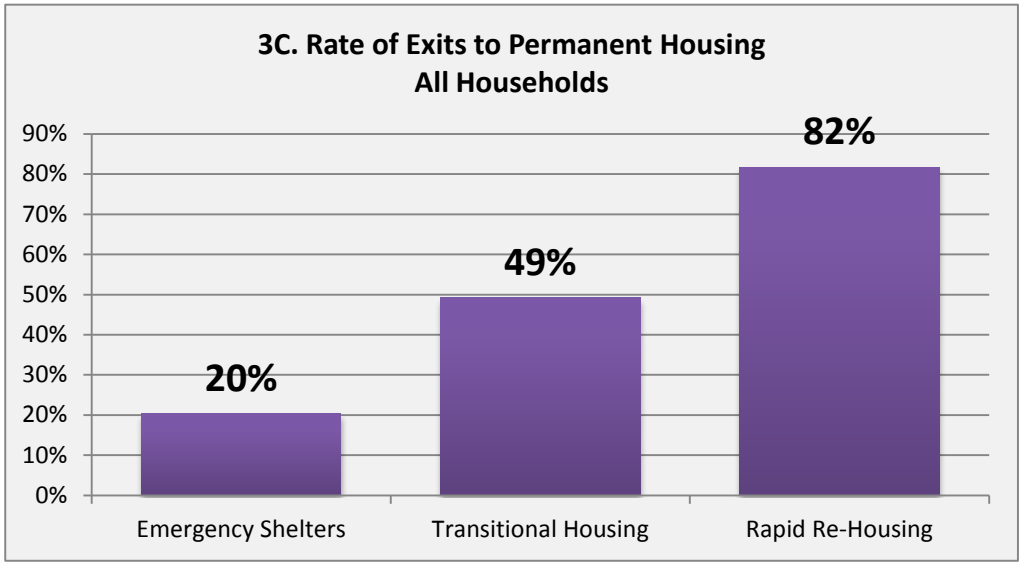
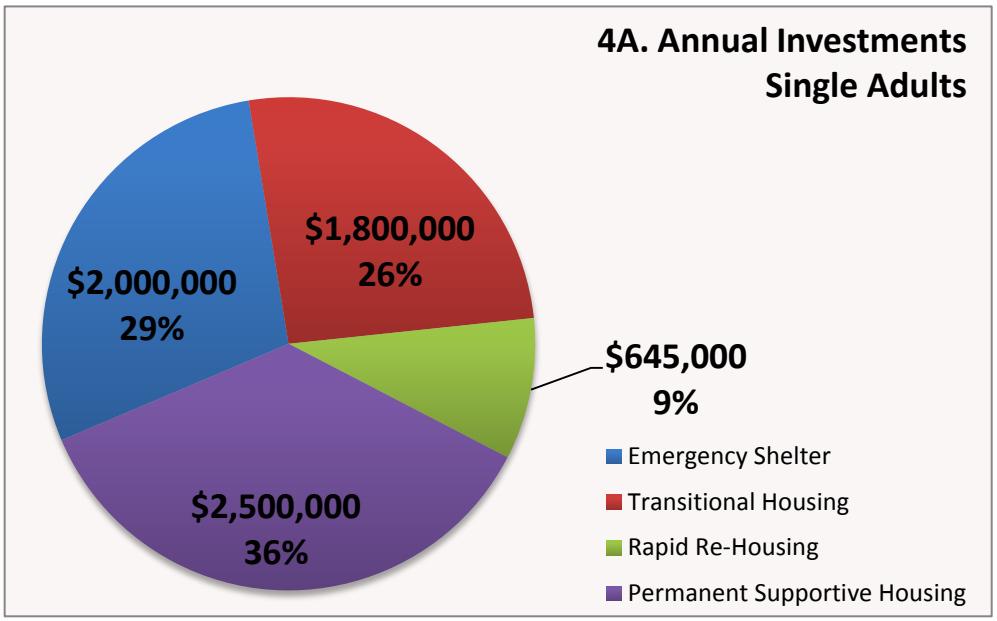
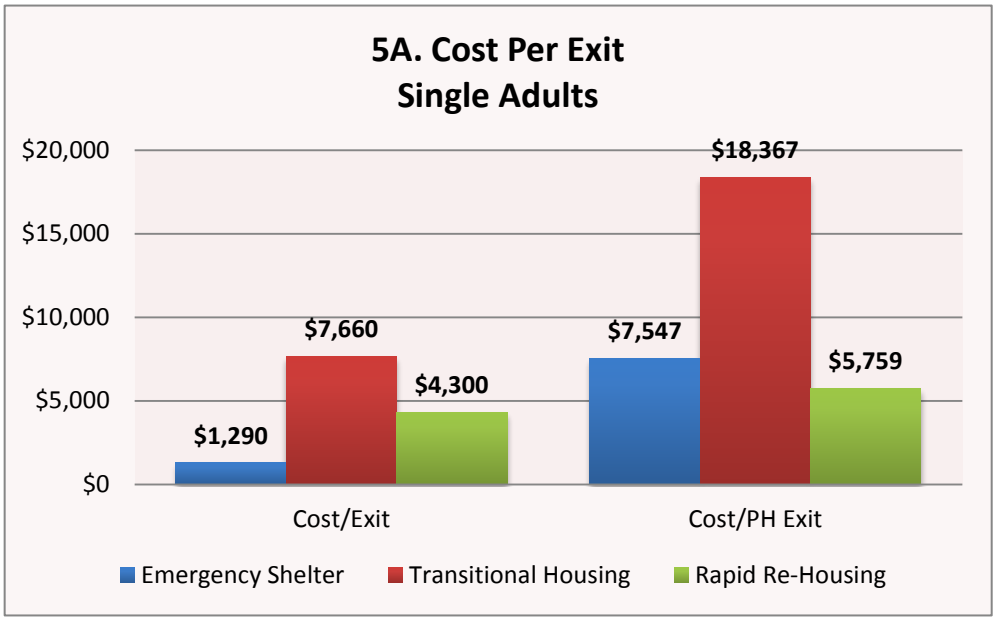




The number and associated rates of permanent housing exits that households make impacts the cost efficiency of the investment into that program(s). The more households that exit to permanent housing, given the existing capacity and investment, the less the cost per each permanent housing exit.

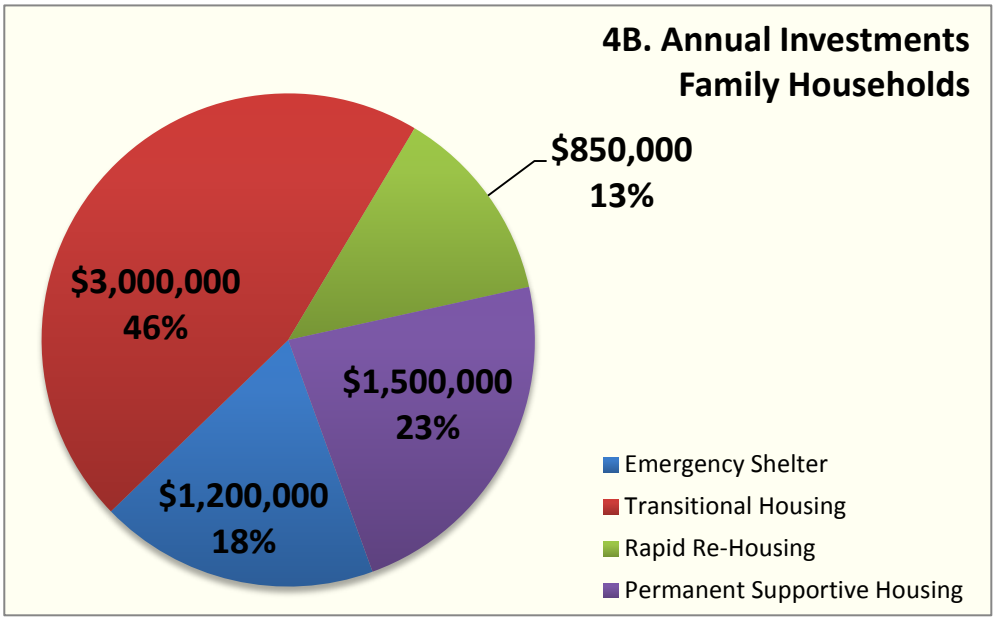
SINGLE ADULTS

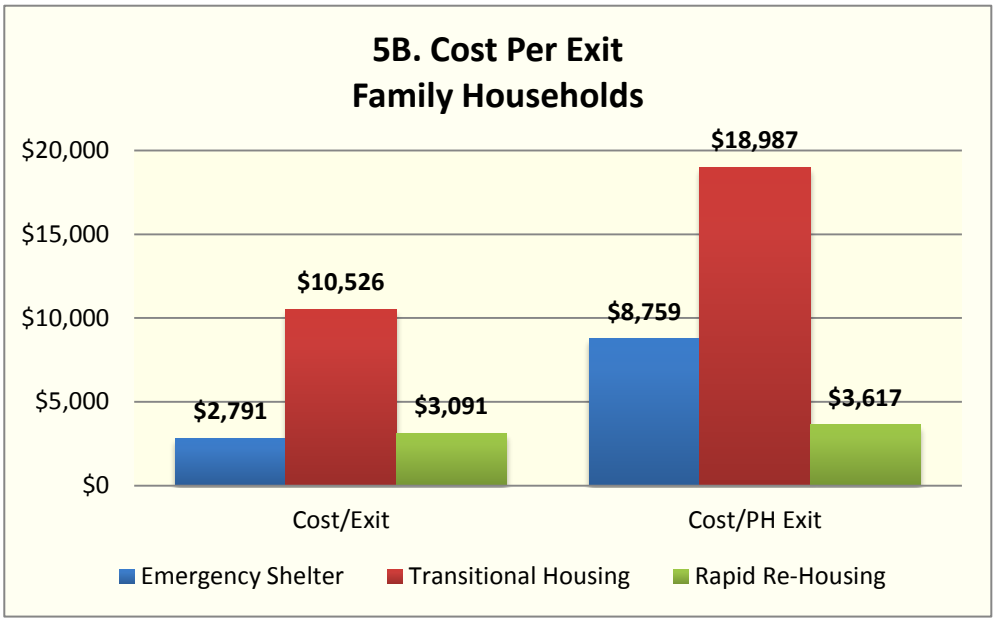




The current average cost per exit (shown on the left) is the total investment in each program type divided by the number of exits to any destination from that program type. It is essentially the cost per household served. The current average cost per permanent housing exit (shown on the right) is the investment divided by the number of permanent housing exits from that program type.

FAMILY HOUSEHOLDS





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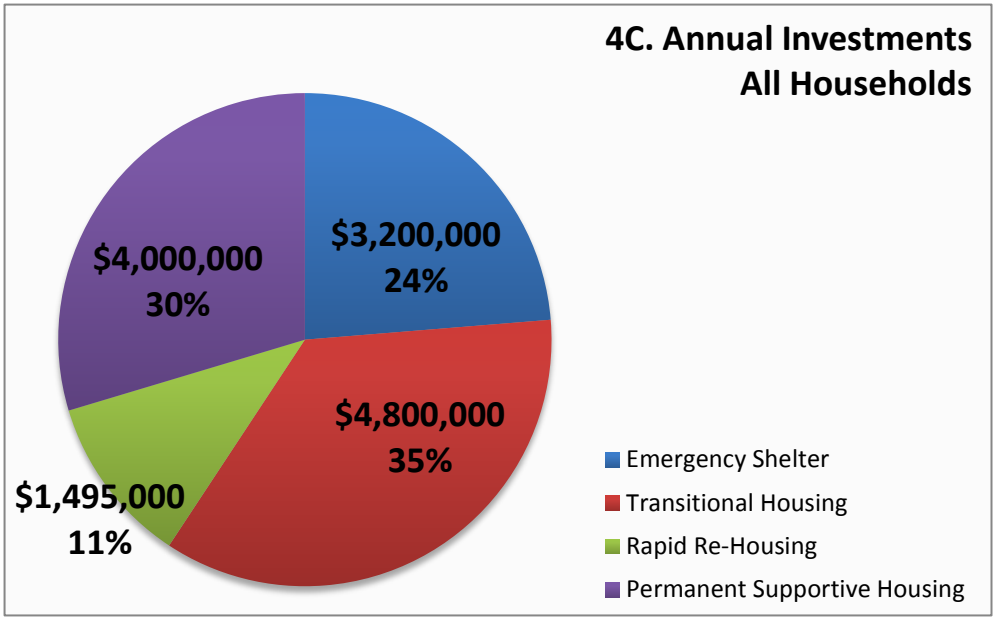
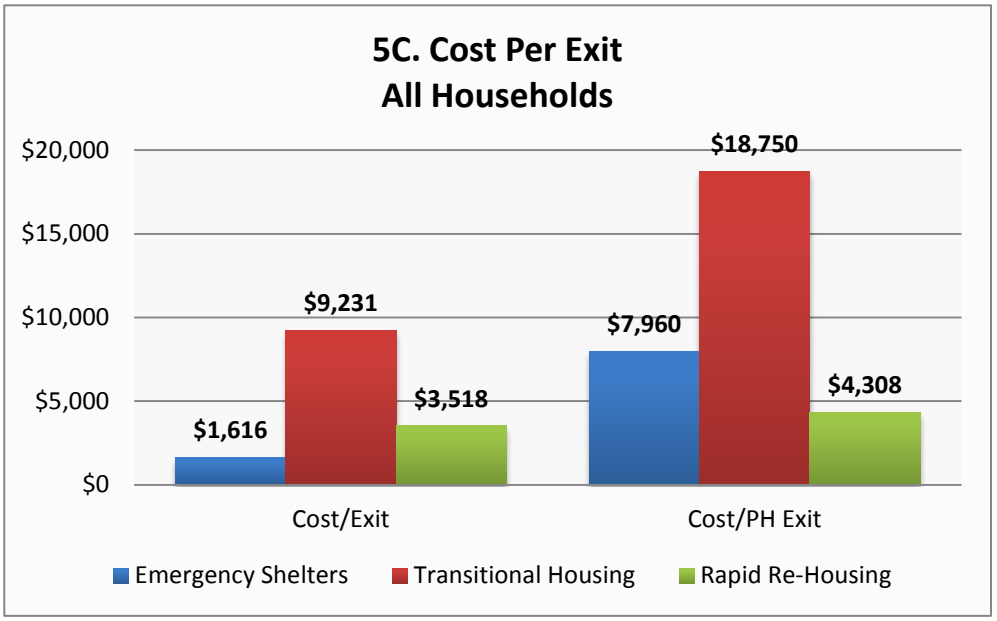
ALL HOUSEHOLDS

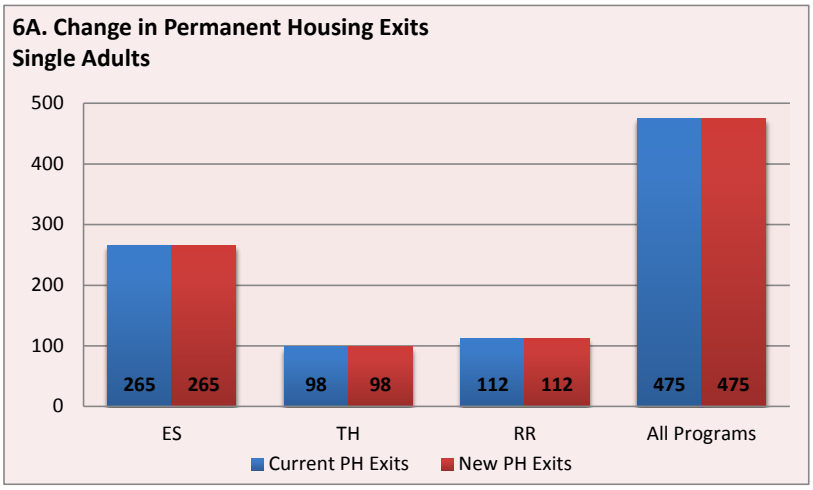




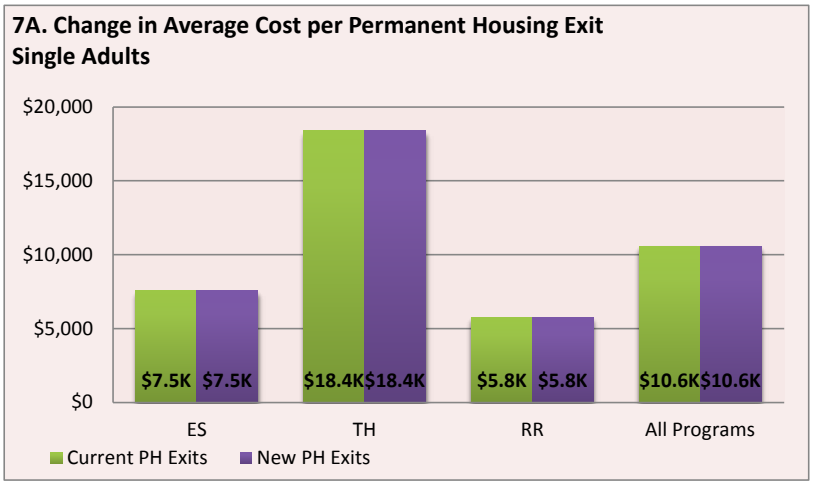
The current average cost per exit (shown on the left) is the total investment in each program type divided by the number of exits to any destination from that program type. It is essentially the cost per household served. The current average cost per permanent housing exit (shown on the right) is the investment divided by the number of permanent housing exits from that program type.

The grey boxes below show the rate of permanent housing exits that your community is currently achieving. Increasing the rate of exits to permanent housing in one or more program types will end homelessness for more single adults and increase cost-effectiveness.

?	SINGLE ADULTS	
	Current PH Exit Rate	New PH Exit Rate
Emergency Shelter	17%	
Transitional Housing	42%	
Rapid Re-Housing	75%	



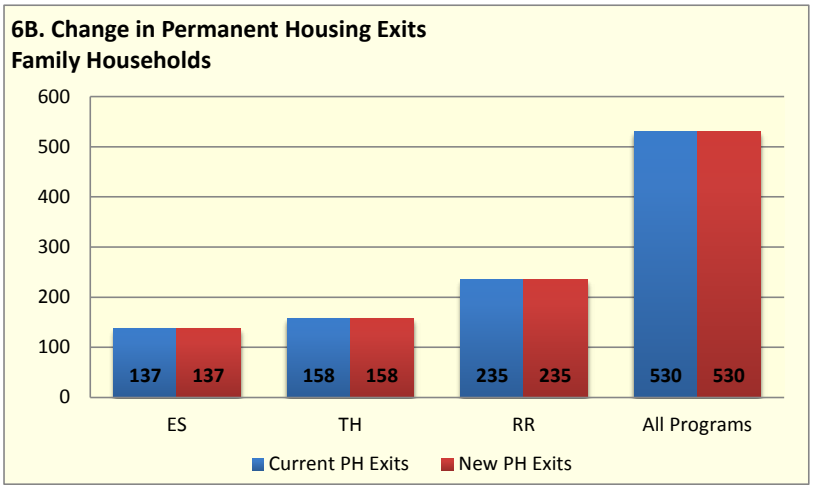
If a change is made to the rate at which single adults exit programs to permanent housing, the total number of permanent housing exits (shown in the red bars), will also change.



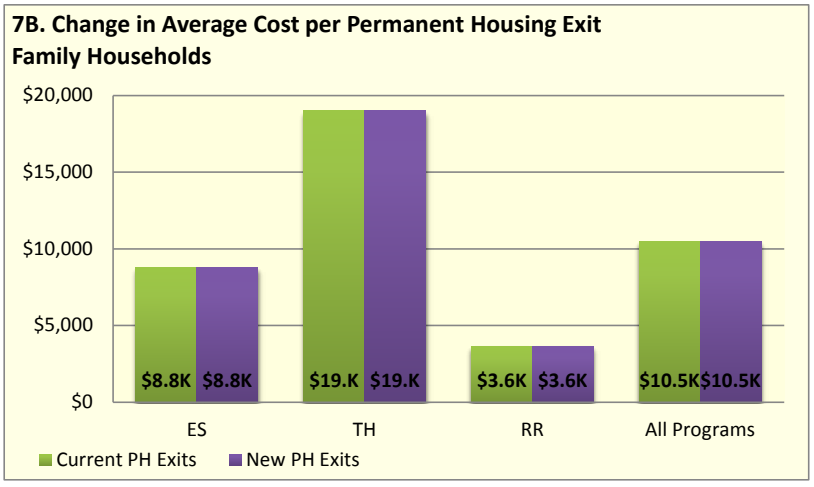
The current average cost per permanent housing exit (shown in the green bars) is the total investment divided by the number of permanent housing exits for each program type. As the rate of single adults exiting to permanent housing changes, the average cost for each exit to permanent housing (shown in the purple bars) also changes.

The grey boxes below show the rate of permanent housing exits that your community is currently achieving. Increasing the rate of exits to permanent housing in one or more program types will end homelessness for more family households and increase cost-effectiveness.

?	FAMILY HOUSEHOLDS	
	Current PH Exit Rate	New PH Exit Rate
Emergency Shelter	32%	
Transitional Housing	55%	
Rapid Re-Housing	85%	



If a change is made to the rate at which family households exit programs to permanent housing, the total number of permanent housing exits (shown in the red bars), will also change.



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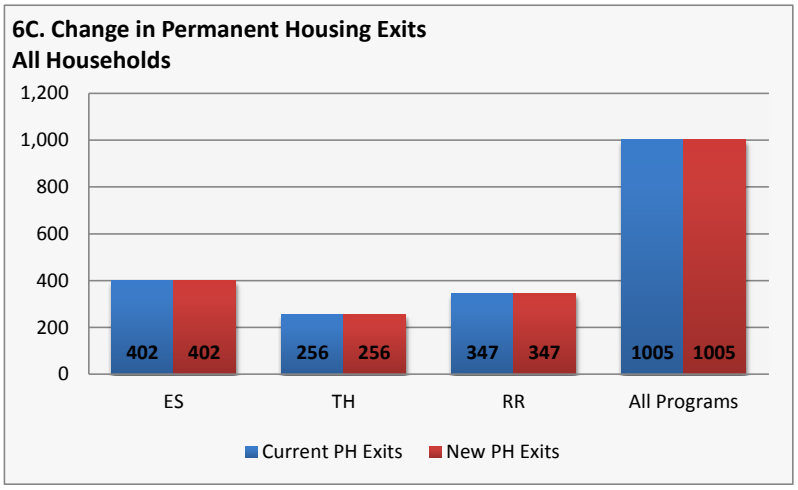
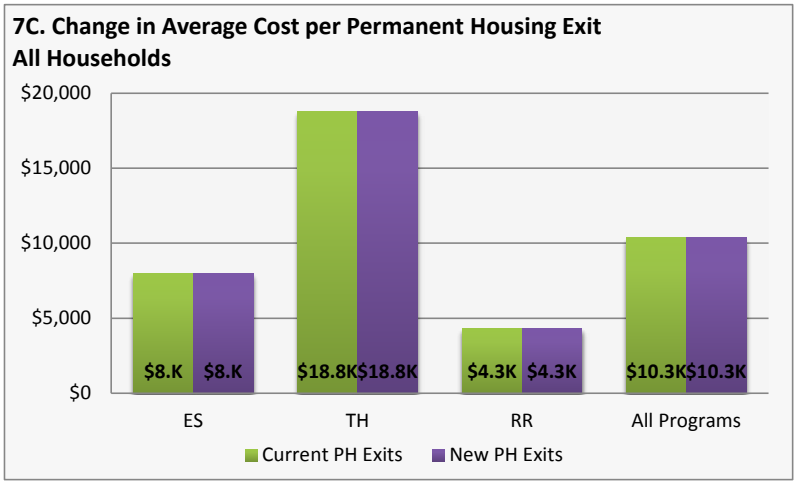
The grey boxes below show the rate of permanent housing exits that your community is currently achieving. Increasing the rate of exits to permanent housing in one or more program types will end homelessness for more households and increase cost-effectiveness.

	ALL HOUSEHOLDS	
	Current PH Exit Rate	New PH Exit Rate
Emergency Shelter	20%	20%
Transitional Housing	49%	49%
Rapid Re-Housing	81%	82%



If a change is made to the rate at which households exit programs to permanent housing, the total number of permanent housing exits (shown in the red bars), will also change.



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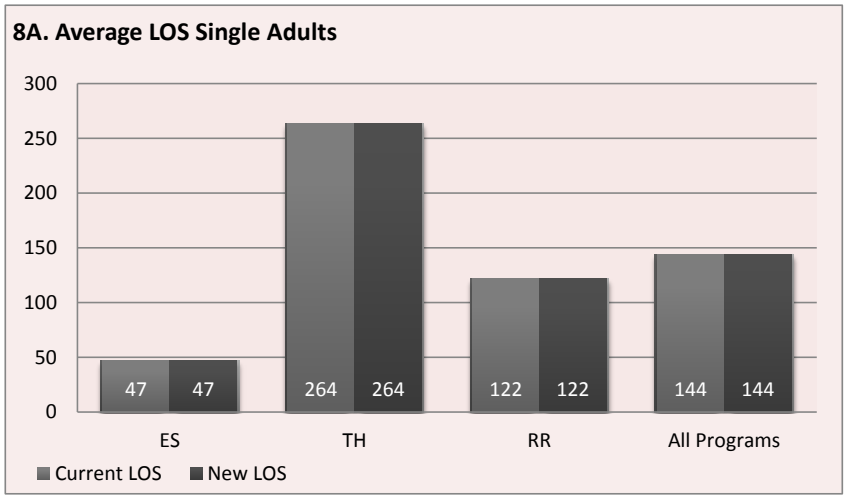
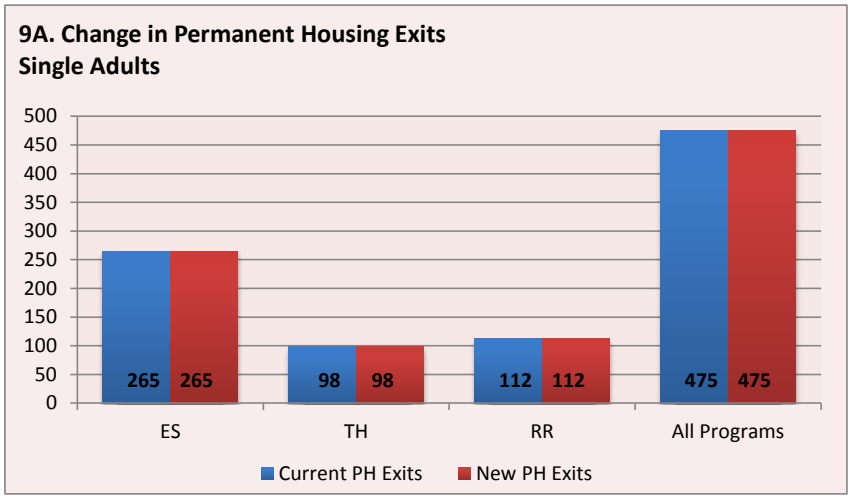
How many nights single adults stay in homeless programs is directly related to the number of households that can be served in a year, and to the average cost of the service per household. By shortening the average length of stay, more single adults can be served in the same programs for the same annual investment.

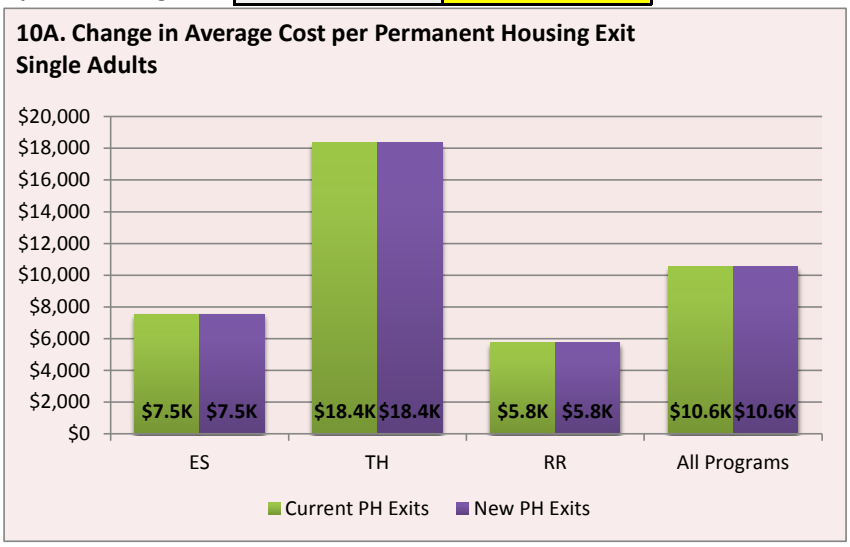
?	SINGLE ADULTS	
	Current LOS	New LOS
Emergency Shelter	47	
Transitional Hsg	264	
Rapid Re-housing	122	





The average length of stay reflects the number of times that beds turn over in a given year. If a change is made to the average length of stay, the number of exits to permanent housing (shown in the red bars) will change, even though the rate of such exits remains the same, as the total number of households able to be served has changed.

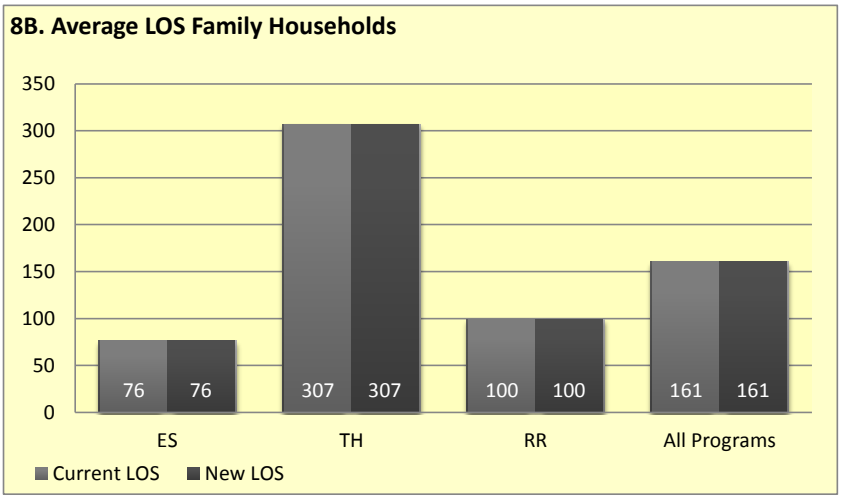
?	SINGLE ADULTS	
	Current LOS	New LOS
Emergency Shelter	47	
Transitional Hsg	264	
Rapid Re-housing	122	

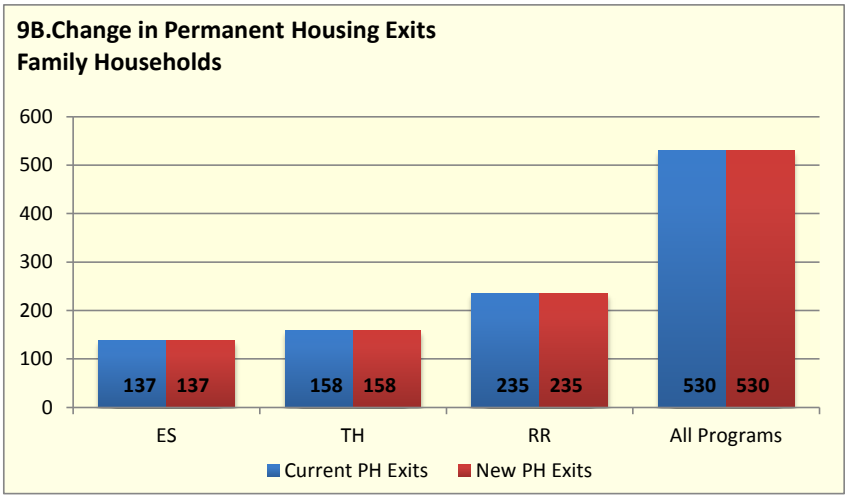


The current average cost per permanent housing exit (shown in the green bars) is impacted by how many exits there are in a year. If the average length of stay changes, then the cost for each permanent housing exit (shown in the purple bars) changes conversely.

How many nights single adults stay in homeless programs is directly related to the number of households that can be served in a year, and to the average cost of the service per household. By shortening the average length of stay, more family households can be served in the same programs for the same annual investment.

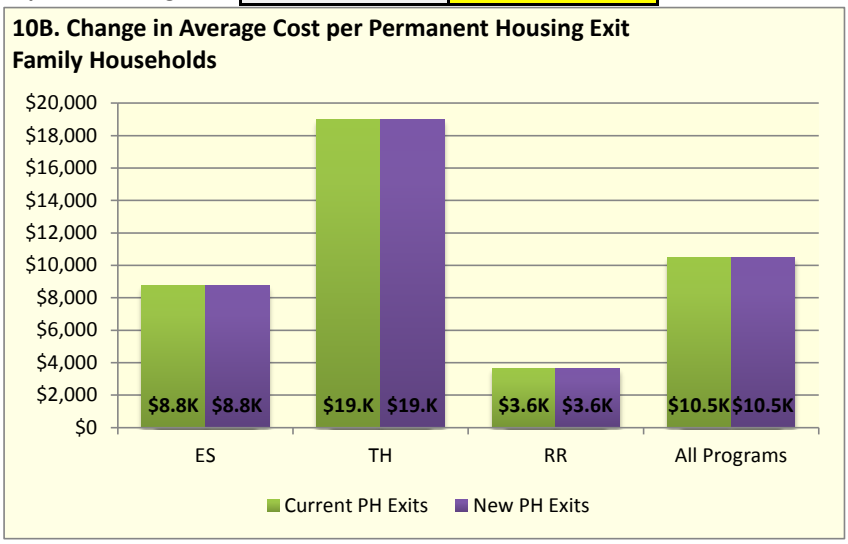
?	FAMILY HOUSEHOLDS	
	Current LOS	New LOS
Emergency Shelter	76	
Transitional Hsg	307	
Rapid Re-housing	100	





The average length of stay reflects the number of times that beds turn over in a given year. If a change is made to the average length of stay, the number of exits to permanent housing (shown in the red bars) will change, even though the rate of such exits remains the same, as the total number of households able to be served has changed.

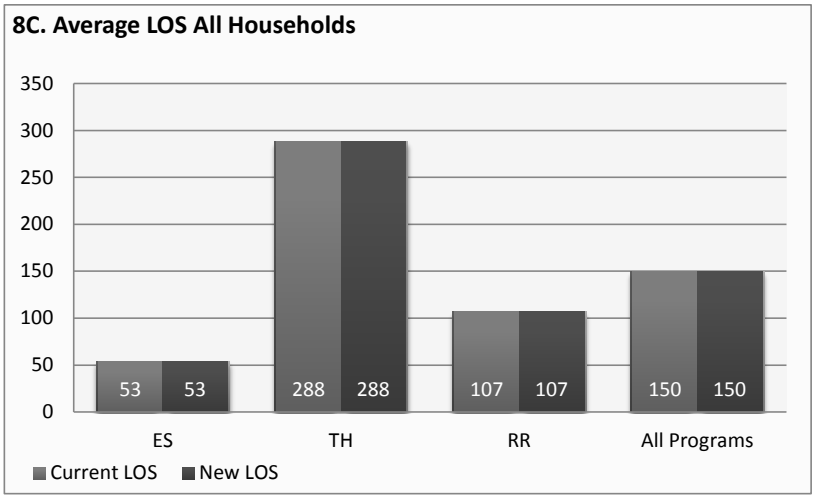
?	FAMILY HOUSEHOLDS	
	Current LOS	New LOS
Emergency Shelter	76	
Transitional Hsg	307	
Rapid Re-housing	100	

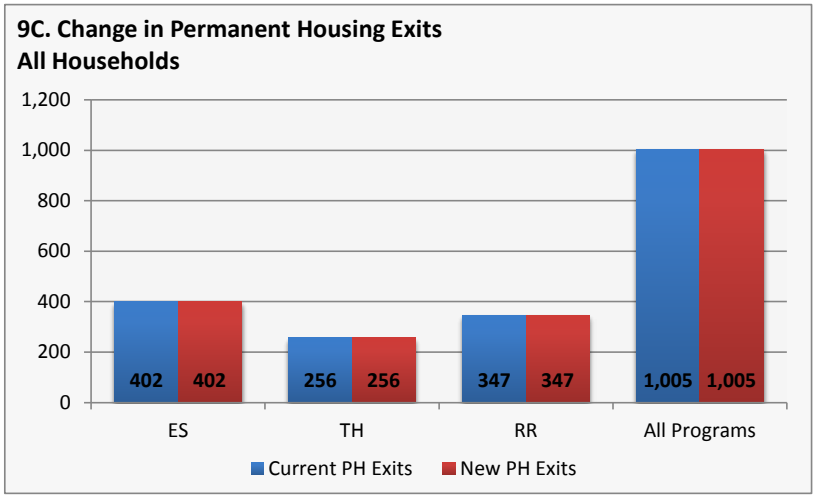


The current average cost per permanent housing exit (shown in the green bars) is impacted by how many exits there are in a year. If the average length of stay changes, then the cost for each permanent housing exit (shown in the purple bars) changes conversely.

How many nights single adults stay in homeless programs is directly related to the number of households that can be served in a year, and to the average cost of the service per household. By shortening the average length of stay, more households can be served in the same programs for the same annual investment.

	ALL HOUSEHOLDS	
	Current LOS	New LOS
Emergency Shelter	53	
Transitional Hsg	288	
Rapid Re-housing	107	





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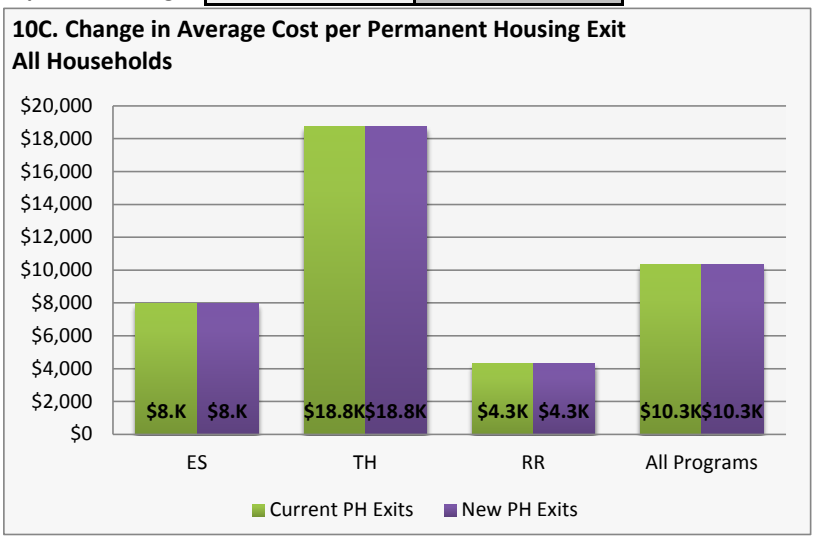
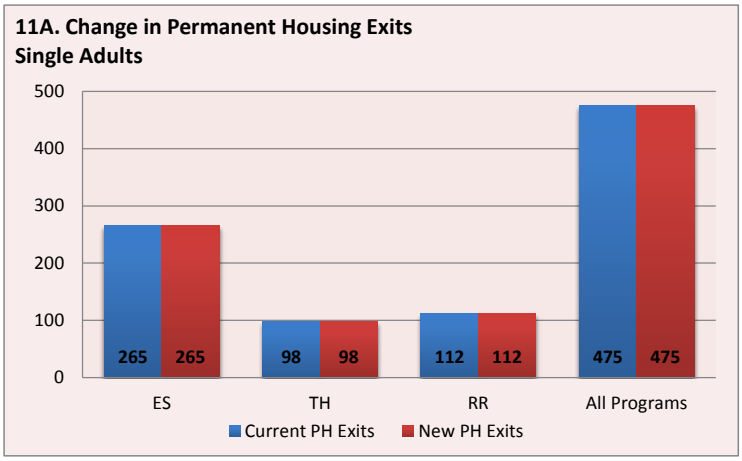
	Current LOS	New LOS
Emergency Shelter	53	
Transitional Hsg	288	
Rapid Re-housing	107	



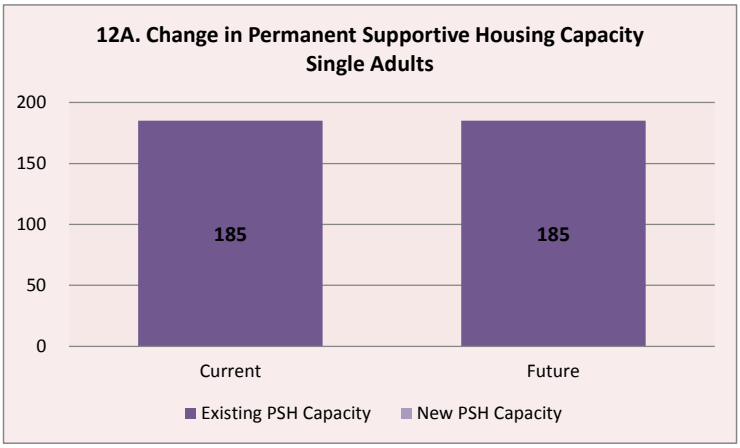
The current average cost per permanent housing exit (shown in the green bars) is impacted by how many exits there are in a year. If the average length of stay changes, then the cost for each permanent housing exit (shown in the purple bars) changes conversely.

The table below shows the current investments in your community's homeless programs serving single adults. System performance is maximized by shifting investments to higher-performing and more cost-effective program types. (You may shift resources from one population to another.)

	SINGLE ADULTS		
?	Current	$ Change	New
Emergency Shelter	$2,000,000		$2,000,000
Transitional Housing	$1,800,000		$1,800,000
Rapid Re-Housing	$645,000		$645,000
Perm. Supportive Hsg	$2,500,000		$2,500,000
Total System	*$6,945,000*	*$0*	*$6,945,000*

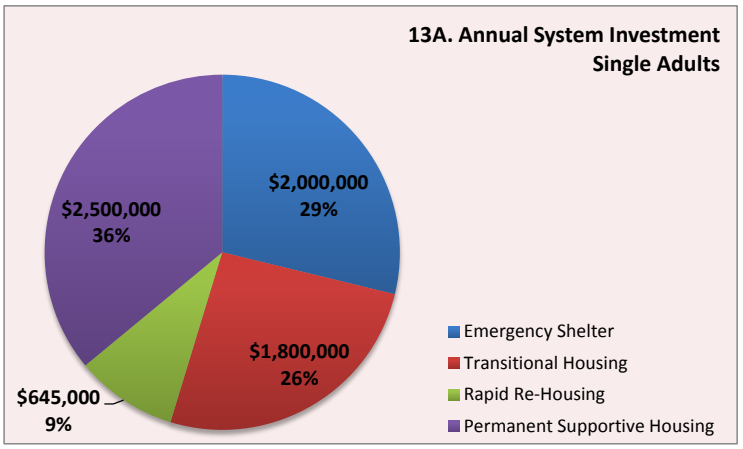


When a change is made to investments in a program type(s), the number of single adults that can be served changes, and the number of exits to permanent housing (shown in the red bars) will change accordingly.



If additional funding is allocated for permanent supportive housing, additional annual capacity is added as shown in the light purple. Note that this does not include the cost to build new permanent supportive housing units, only to operate them and provide services.

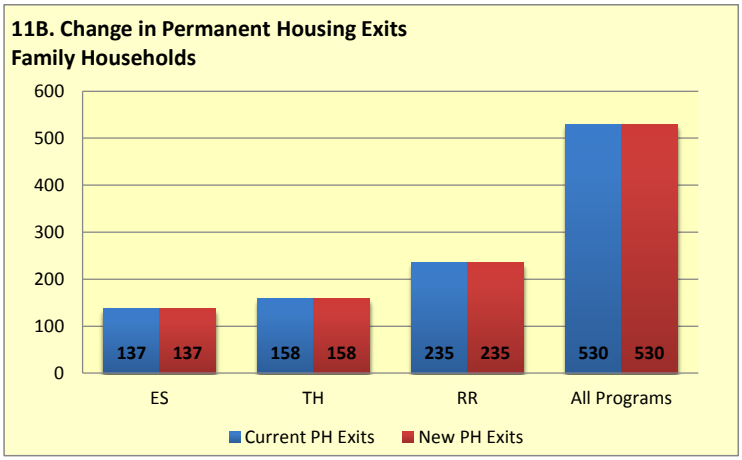
?	SINGLE ADULTS		
	Current	$ Change	New
Emergency Shelter	$2,000,000		$2,000,000
Transitional Housing	$1,800,000		$1,800,000
Rapid Re-Housing	$645,000		$645,000
Perm. Supportive Hsg	$2,500,000		$2,500,000
Total System	*$6,945,000*	*$0*	*$6,945,000*



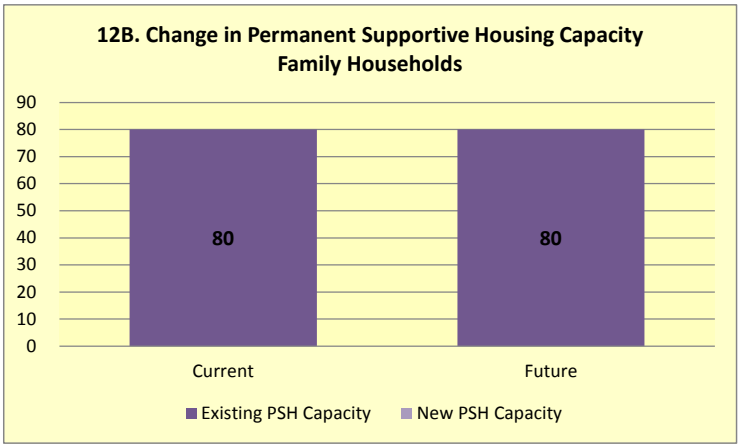
The distribution of funds for single adults by program type, reflecting any changes in resource allocations made above.

The table below shows the current investments in your community's homeless programs serving family households. System performance is maximized by shifting investments to higher-performing and more cost-effective program types. (You may shift resources from one population to another.)

	FAMILY HOUSEHOLDS		
?	Current	$ Change	New
Emergency Shelter	$1,200,000		$1,200,000
Transitional Housing	$3,000,000		$3,000,000
Rapid Re-Housing	$850,000		$850,000
Perm. Supportive Hsg	$1,500,000		$1,500,000
Total System	*$6,550,000*	*$0*	*$6,550,000*

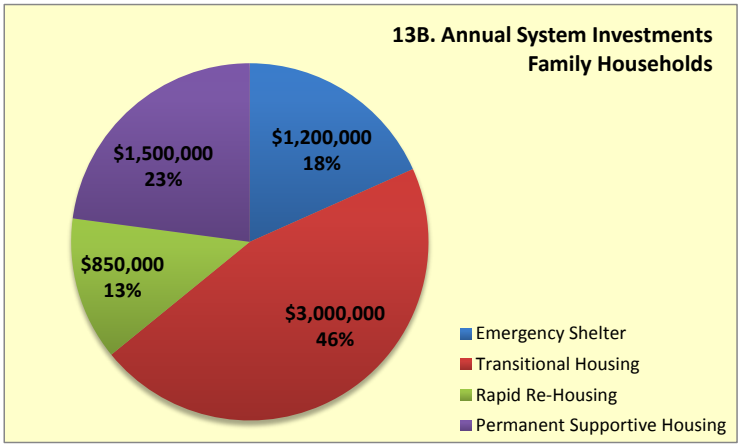


When a change is made to investments in a program type(s), the number of familyhouseholds that can be served changes, and the number of exits to permanent housing (shown in the red bars) will change accordingly.



If additional funding is allocated for permanent supportive housing, additional annual capacity is added as shown in the light purple. Note that this does not include the cost to build new permanent supportive housing units, only to operate them and provide services.

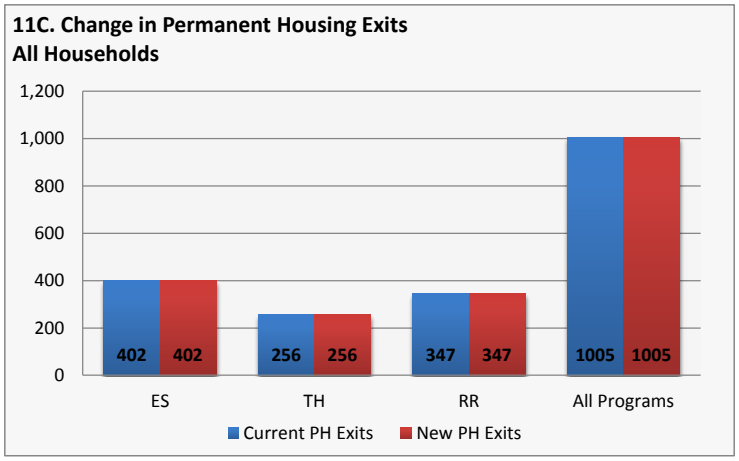
	FAMILY HOUSEHOLDS		
?	Current	$ Change	New
Emergency Shelter	$1,200,000		$1,200,000
Transitional Housing	$3,000,000		$3,000,000
Rapid Re-Housing	$850,000		$850,000
Perm. Supportive Hsg	$1,500,000		$1,500,000
Total System	*$6,550,000*	*$0*	*$6,550,000*



The distribution of funds for family households by program type, reflecting any changes in resource allocations made above.

The table below shows the current investments in your community's homeless programs. System performance is maximized by shifting investments to higher-performing and more cost-effective program types. (You may shift resources from one population to another.)

	ALL HOUSEHOLDS		
	Current	$ Change	New
Emergency Shelter	$3,200,000	$0	$3,200,000
Transitional Housing	$4,800,000	$0	$4,800,000
Rapid Re-Housing	$1,495,000	$0	$1,495,000
Perm. Supportive Hsg	$4,000,000	$0	$4,000,000
Total System	*$13,495,000*	*$0*	*$13,495,000*



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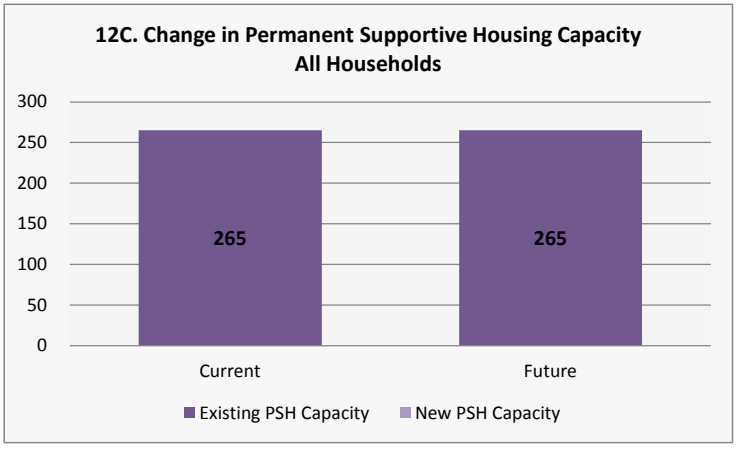
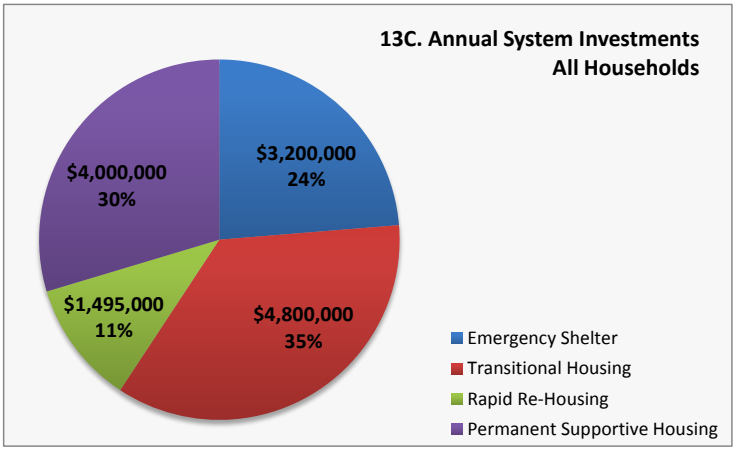


If additional funding is allocated for permanent supportive housing, additional annual capacity is added as shown in the light purple. Note that this does not include the cost to build new permanent supportive housing units, only to operate them and provide services.

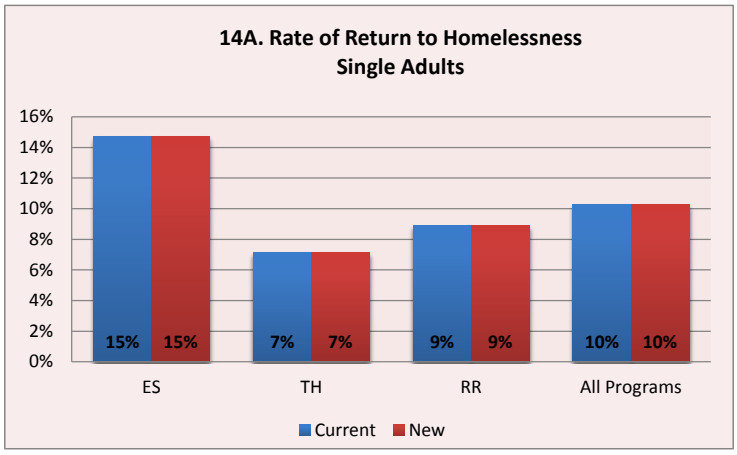
	ALL HOUSEHOLDS		
	Current	$ Change	New
Emergency Shelter	$3,200,000	$0	$3,200,000
Transitional Housing	$4,800,000	$0	$4,800,000
Rapid Re-Housing	$1,495,000	$0	$1,495,000
Perm. Supportive Hsg	$4,000,000	$0	$4,000,000
Total System	*$13,495,000*	*$0*	*$13,495,000*



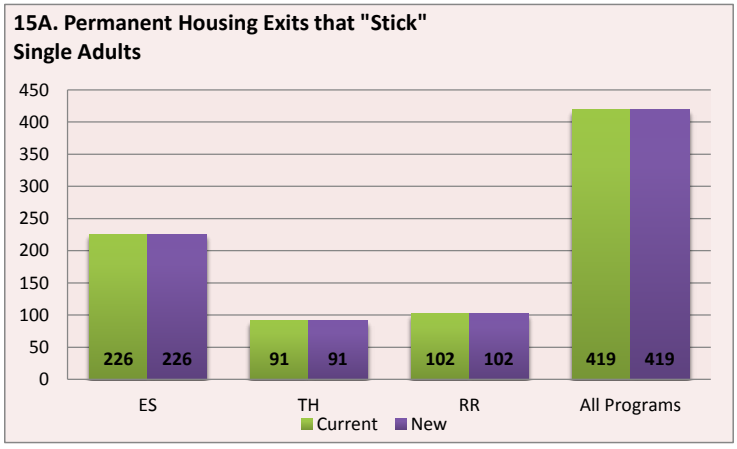
The distribution of funds by program type, reflecting any changes in resource allocations made above.

The grey boxes below show the current rate at which single adults who exit to permanent housing return to homelessness. Decreasing the rate at which households return to homelessness after being permanently housed increases the rate of exits that stick and improves cost-effectiveness.

?	SINGLE ADULTS	
	Current Return Rate	New Return Rate
Emergency Shelter	15%	
Transitional Housing	7%	
Rapid Re-Housing	9%	



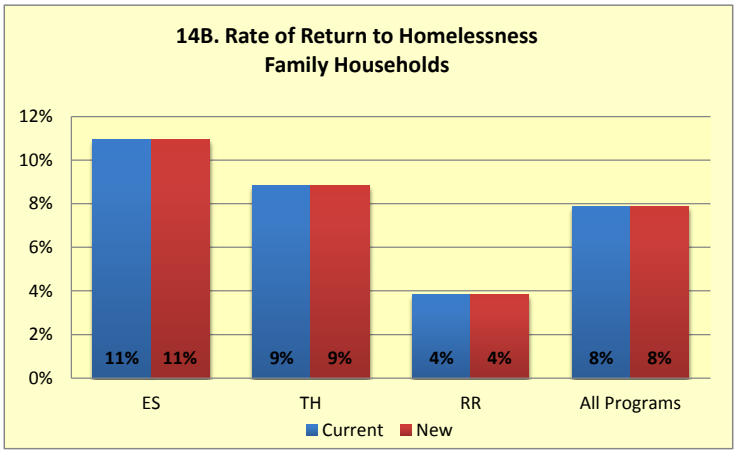
The Calculator defines the rate of return to homelessness as the percent of single adults that exited to permanent housing, but returned to the homeless system within a year.



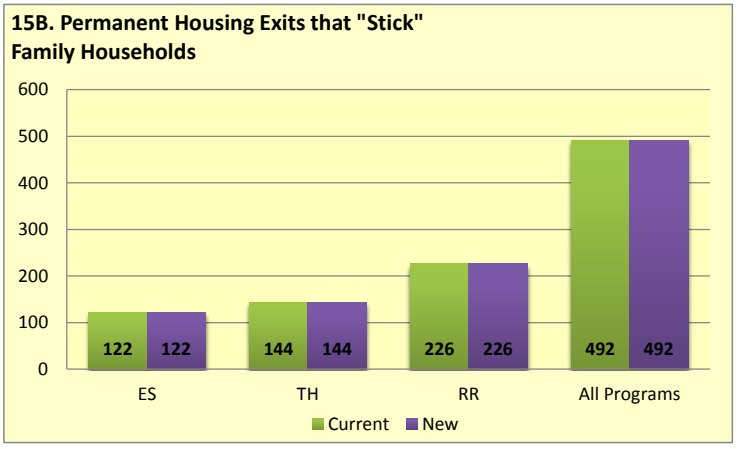
The current number of single adults with permanent housing exits that "stick" (shown in the green bars) are those that exited to permanent housing and did not return to the homeless system within one year. If a change is made in the rate of returns to homelessness, the number of permanent housing exits that "stick" will change conversely.

The grey boxes below show the current rate at which family households who exit to permanent housing return to homelessness. Decreasing the rate at which households return to homelessness after being permanently housed increases the rate of exits that stick and improves cost-effectiveness.

?	FAMILY HOUSEHOLDS	
	Current Return Rate	New Return Rate
Emergency Shelter	11%	
Transitional Housing	9%	
Rapid Re-Housing	4%	



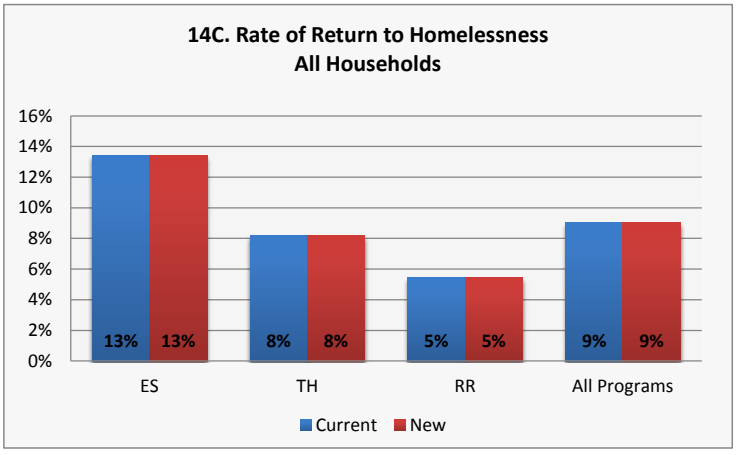
The Calculator defines the rate of return to homelessness as the percent of family households that exited to permanent housing, but returned to the homeless system within a year.



The current number of family households with permanent housing exits that "stick" (shown in the green bars) are those that exited to permanent housing and did not return to the homeless system within one year. If a change is made in the rate of returns to homelessness, the number of permanent housing exits that "stick" will change conversely.

The grey boxes below show the current rate at which households who exit to permanent housing return to homelessness. Decreasing the rate at which households return to homelessness after being permanently housed increases the rate of exits that stick and improves cost-effectiveness.

	ALL HOUSEHOLDS	
	Current Return Rate	New Return Rate
Emergency Shelter	13%	
Transitional Housing	8%	
Rapid Re-Housing	5%	



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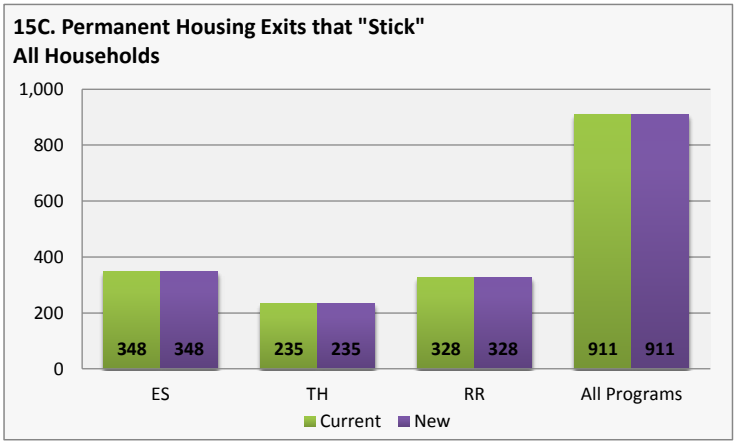

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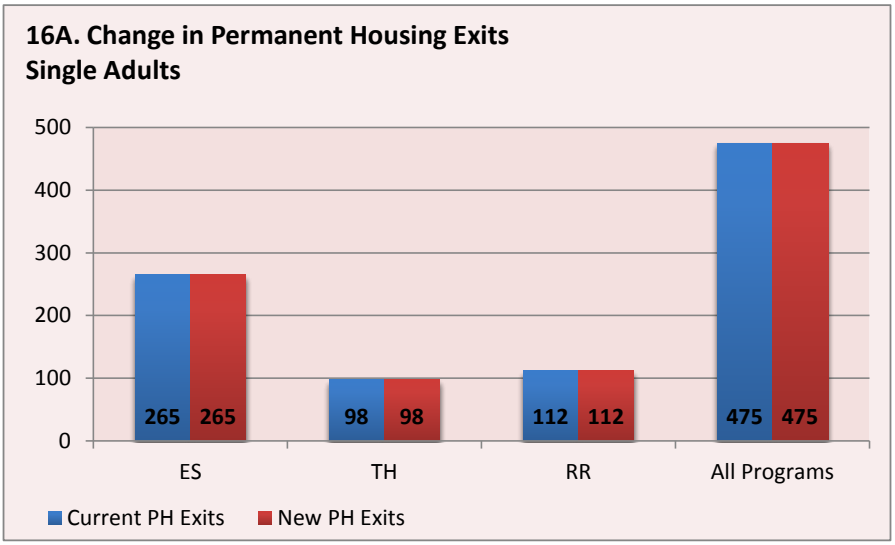
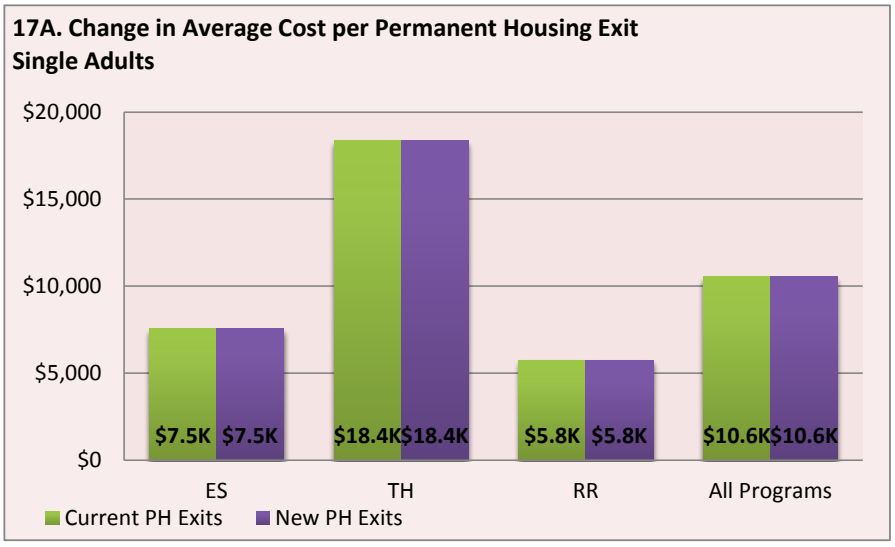
The graphs below show the impact of all of the previous changes in permanent housing rates, lengths of stay, investments, and returns in all or parts of the system. The changes working together can increase impact more significantly than each change alone.

SINGLE ADULTS





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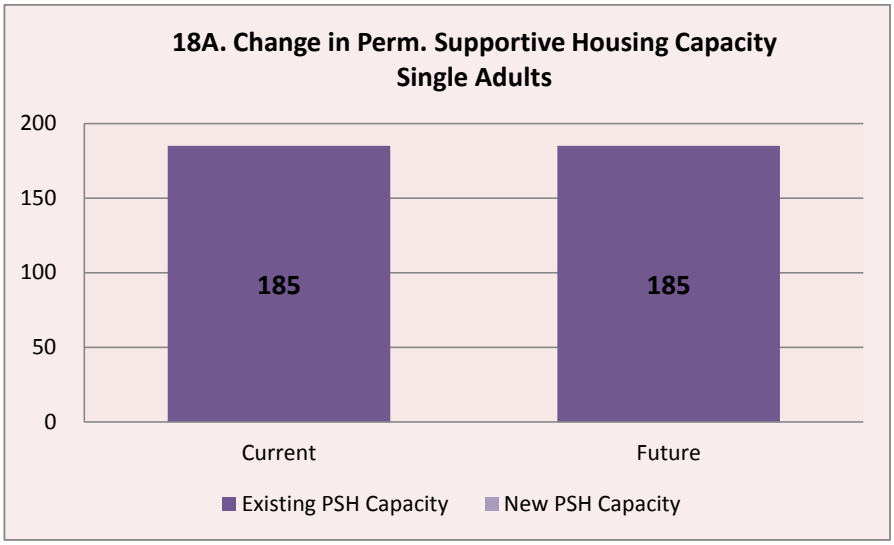
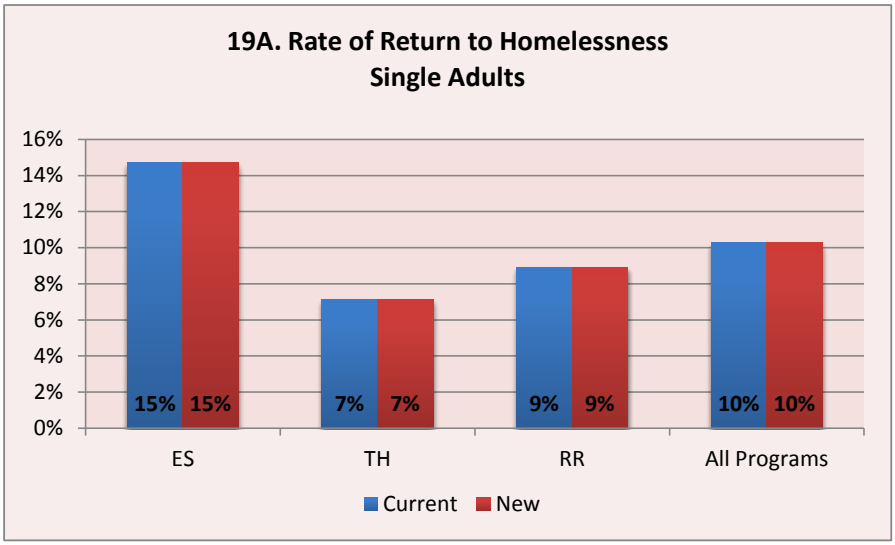
SINGLE ADULTS





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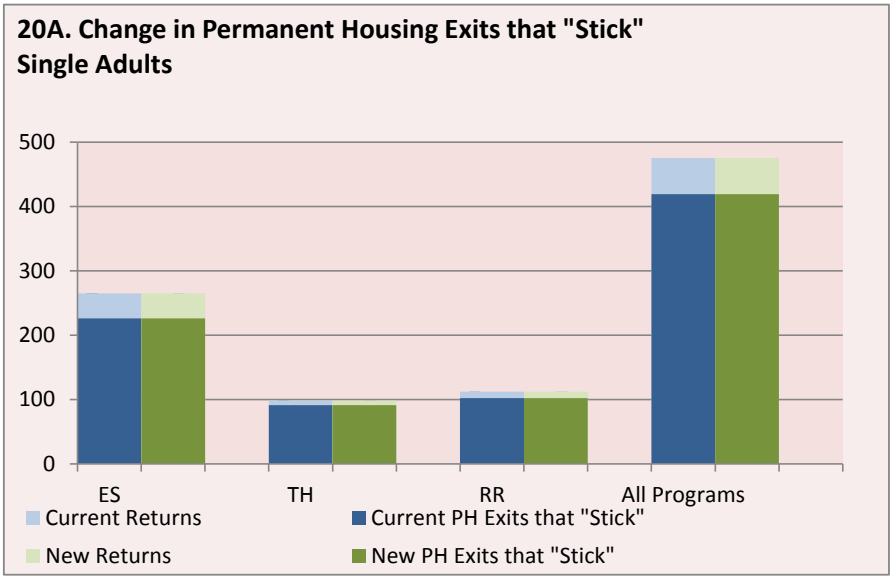
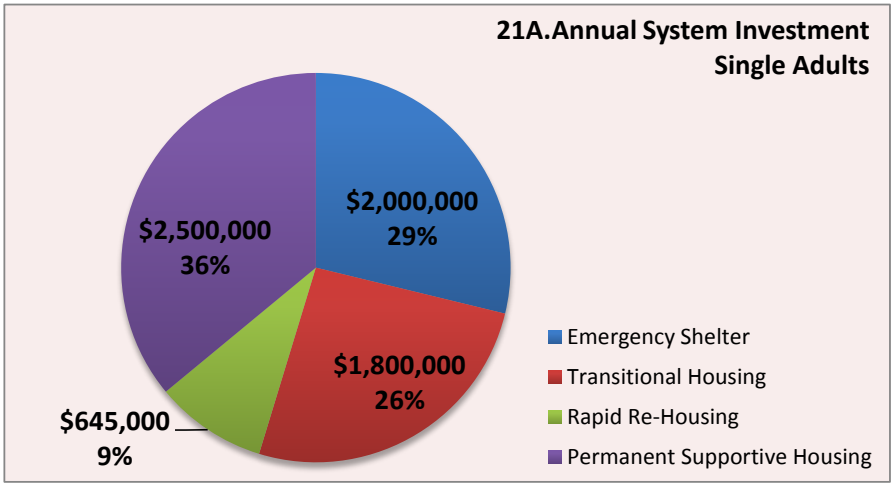
SINGLE ADULTS





The graphs below show the impact of all of the previous changes in permanent housing rates, lengths of stay, investments, and returns in all or parts of the system. The changes working together can increase impact more significantly than each change alone.

SINGLE ADULTS

	Current LOS	New LOS
Emergency Shelter	47	47
Transitional Housing	264	264
Rapid ReHousing	122	122

	Current Investment	$ Change	New Investment
Emergency Shelter	$2,000,000	$0	$2,000,000
Transitional Housing	$1,800,000	$0	$1,800,000
Rapid ReHousing	$645,000	$0	$645,000
Perm. Supportive Hsg	$2,500,000	$0	$2,500,000
Total System	*$6,945,000*	*$0*	*$6,945,000*

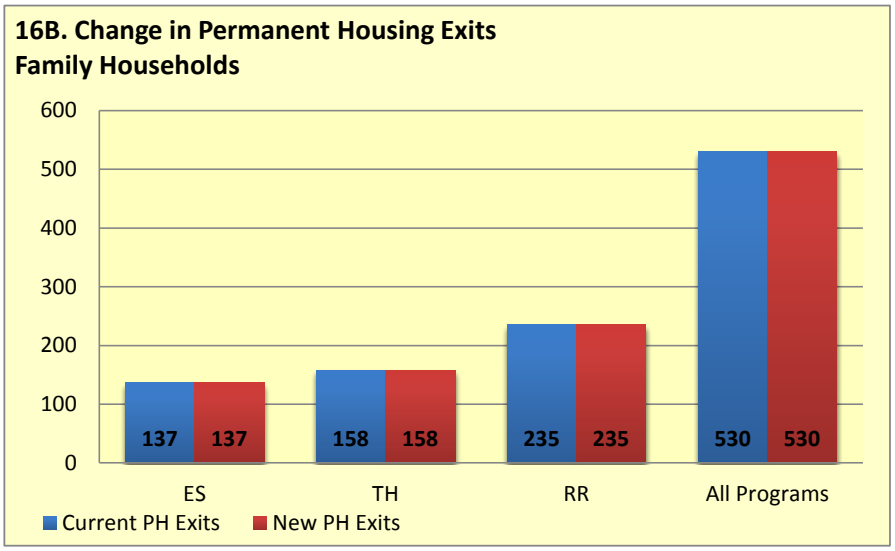
	Current PH Exit Rate	New PH Exit Rate
Emergency Shelter	17%	17%
Transitional Housing	42%	42%
Rapid ReHousing	75%	75%

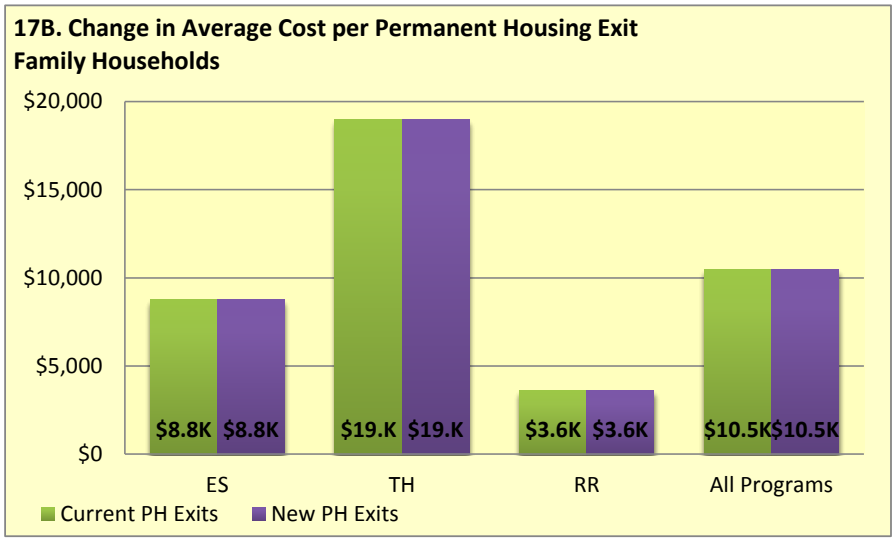
	Current Return Rate	New Return Rate
Emergency Shelter	15%	15%
Transitional Housing	7%	7%
Rapid ReHousing	9%	9%

For more information on the Performance Improvement Calculator, please contact Anna Blasco at the National Alliance to End Homelessness: ablasco@naeh.org or Katharine Gale of Focus Strategies: katharine@focusstrategies.net.

The graphs below show the impact of all of the previous changes in permanent housing rates, lengths of stay, investments, and returns in all or parts of the system. The changes working together can increase impact more significantly than each change alone.

FAMILY HOUSEHOLDS





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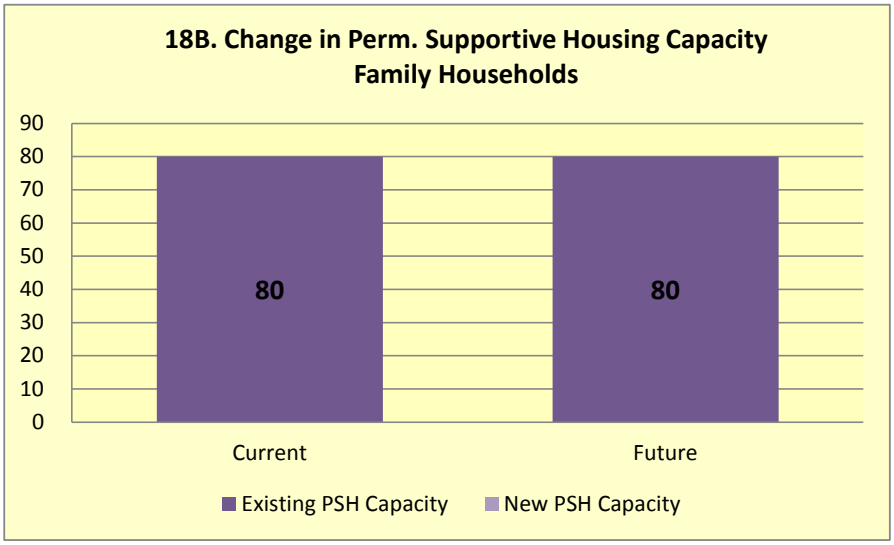
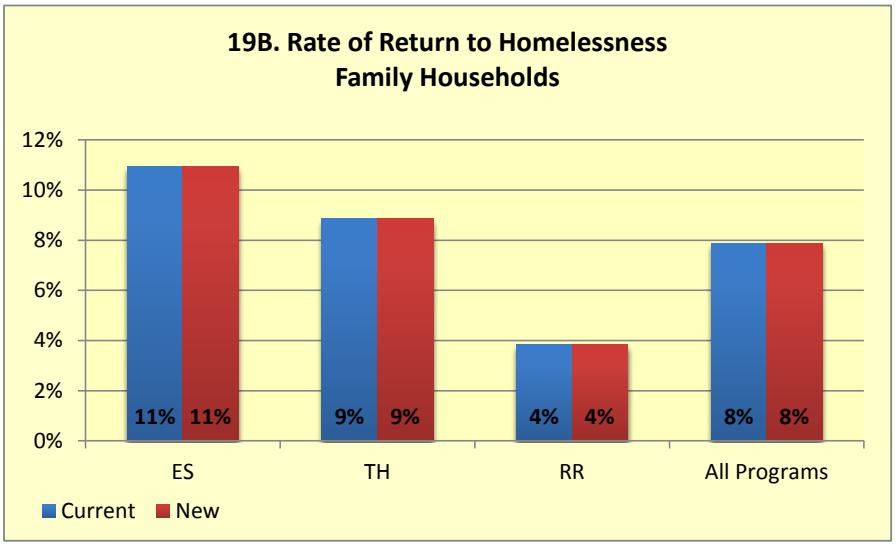
FAMILY HOUSEHOLDS





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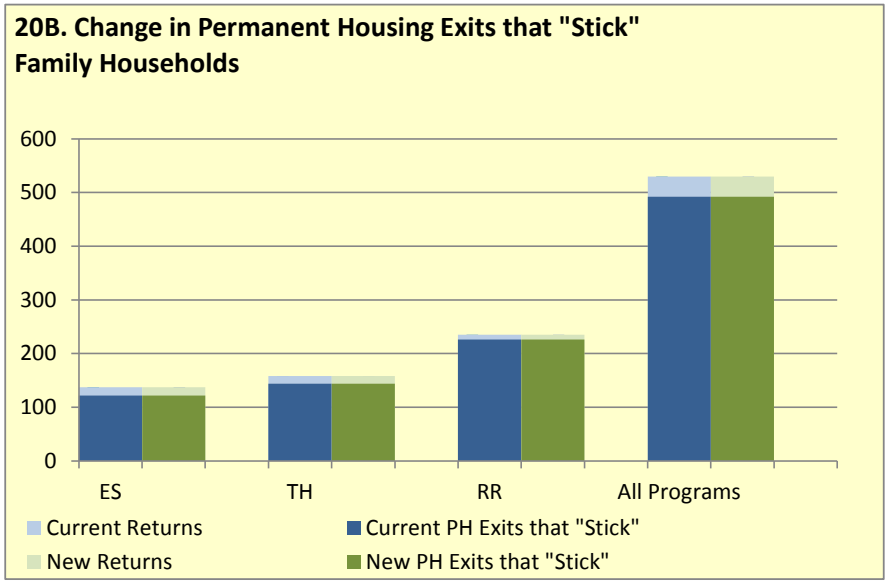
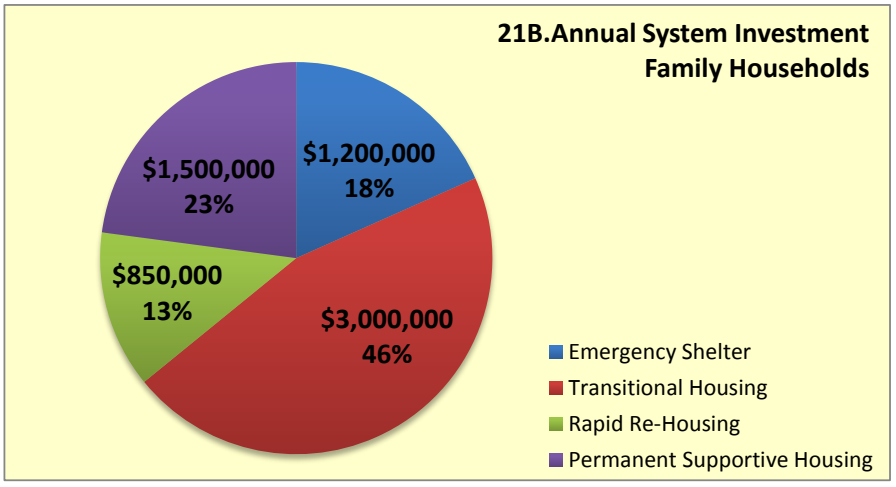
FAMILY HOUSEHOLDS





The graphs below show the impact of all of the previous changes in permanent housing rates, lengths of stay, investments, and returns in all or parts of the system. The changes working together can increase impact more significantly than each change alone.

FAMILY HOUSEHOLDS

	Current LOS	New LOS
Emergency Shelter	76	76
Transitional Housing	307	307
Rapid ReHousing	100	100

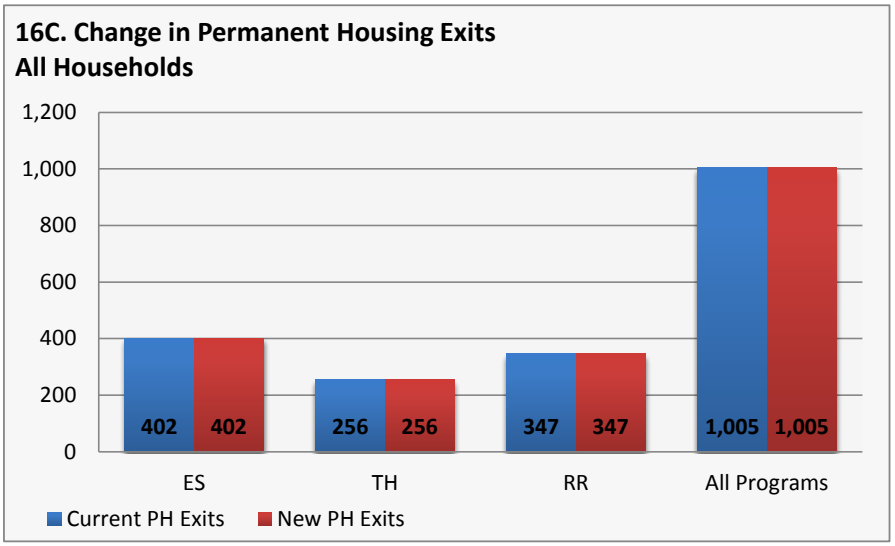
	Current Investment	$ Change	New Investment
Emergency Shelter	$1,200,000	$0	$1,200,000
Transitional Housing	$3,000,000	$0	$3,000,000
Rapid ReHousing	$850,000	$0	$850,000
Perm. Supportive Hsg	$1,500,000	$0	$1,500,000
Total System	*$6,550,000*	*$0*	*$6,550,000*

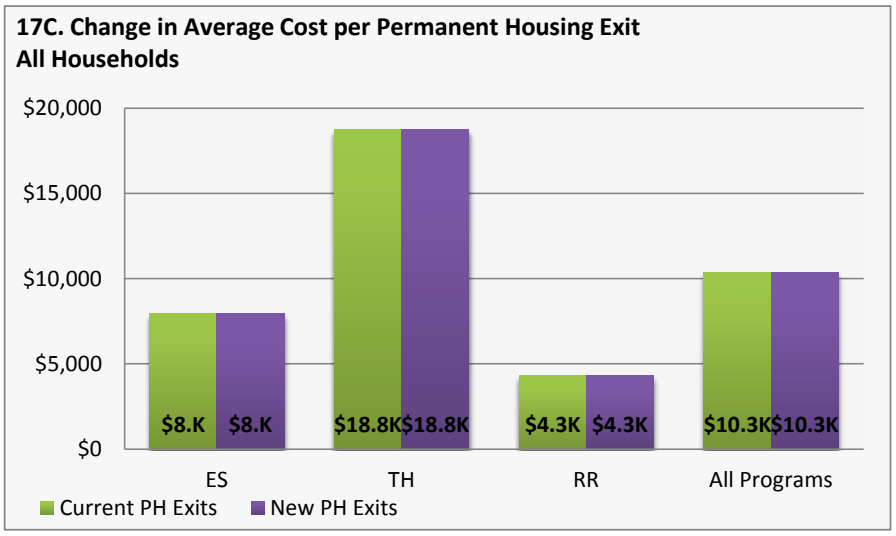
	Current PH Exit Rate	New PH Exit Rate
Emergency Shelter	32%	32%
Transitional Housing	55%	55%
Rapid ReHousing	85%	85%

	Current Return Rate	New Return Rate
Emergency Shelter	11%	11%
Transitional Housing	9%	9%
Rapid ReHousing	4%	4%

The graphs below show the impact of all of the previous changes in permanent housing rates, lengths of stay, investments, and returns in all or parts of the system. The changes working together can increase impact more significantly than each change alone.

ALL HOUSEHOLDS





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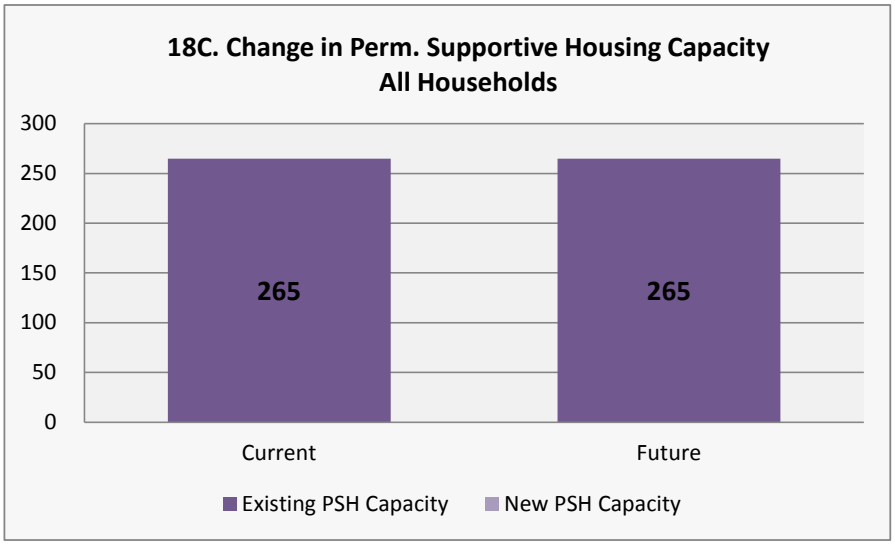
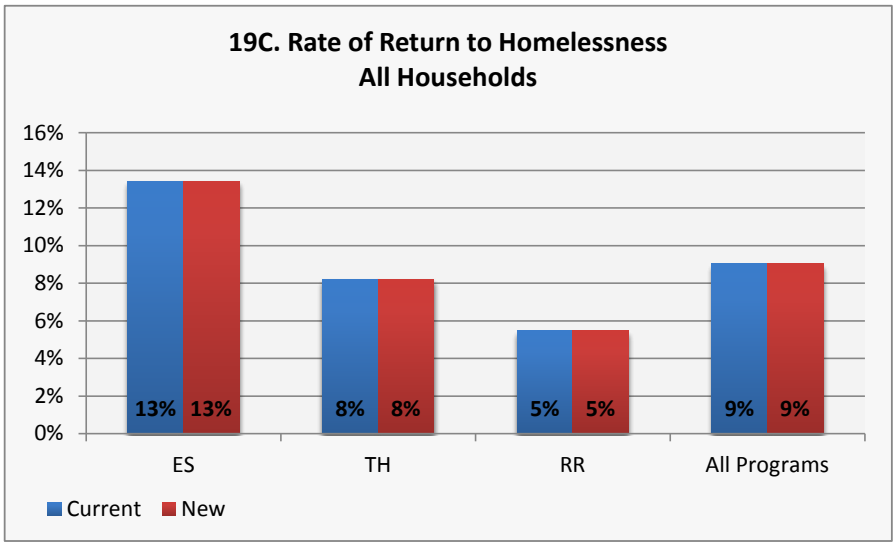
ALL HOUSEHOLDS





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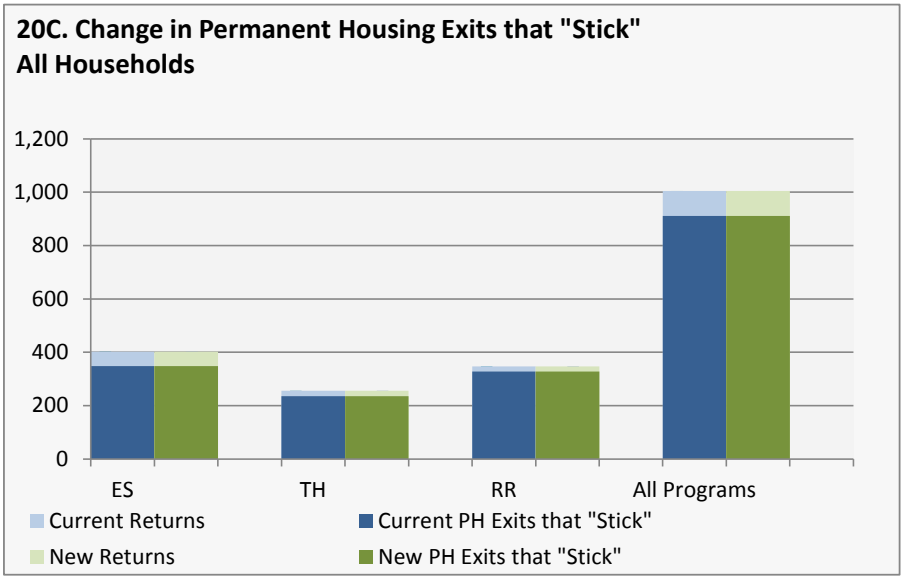
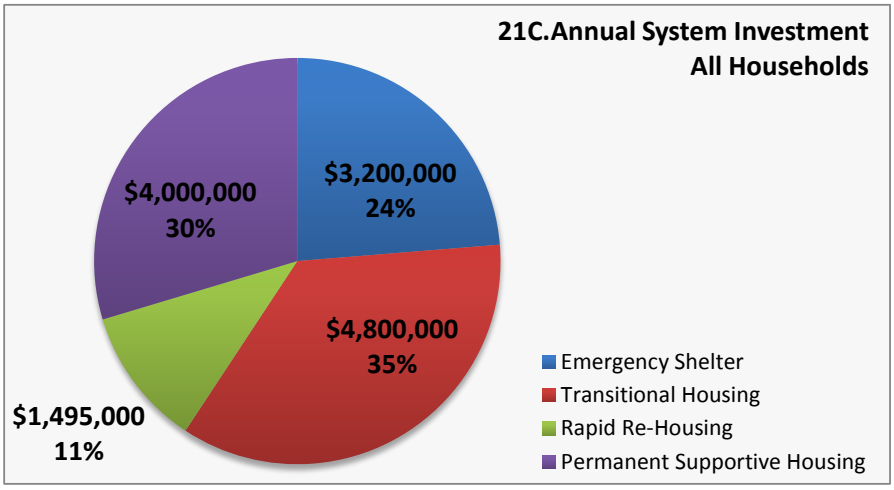




The graphs below show the impact of all of the previous changes in permanent housing rates, lengths of stay, investments, and returns in all or parts of the system. The changes working together can increase impact more significantly than each change alone.

ALL HOUSEHOLDS

	Current LOS	New LOS
Emergency Shelter	53	53
Transitional Housing	288	288
Rapid ReHousing	107	107

	Current Investment	$ Change	New Investment
Emergency Shelter	$3,200,000	$0	$3,200,000
Transitional Housing	$4,800,000	$0	$4,800,000
Rapid ReHousing	$1,495,000	$0	$1,495,000
Perm. Supportive Hsg	$4,000,000	$0	$4,000,000
Total System	*$13,495,000*	*$0*	*$13,495,000*

	Current PH Exit Rate	New PH Exit Rate
Emergency Shelter	20%	20%
Transitional Housing	49%	49%
Rapid ReHousing	81%	82%

	Current Return Rate	New Return Rate
Emergency Shelter	13%	13%
Transitional Housing	8%	8%
Rapid ReHousing	5%	5%

For more information on the Performance Improvement Calculator, please contact Anna Blasco at the National Alliance to End Homelessness: ablasco@naeh.org or Katharine Gale of Focus Strategies: katharine@focusstrategies.net.

SINGLE ADULTS

?

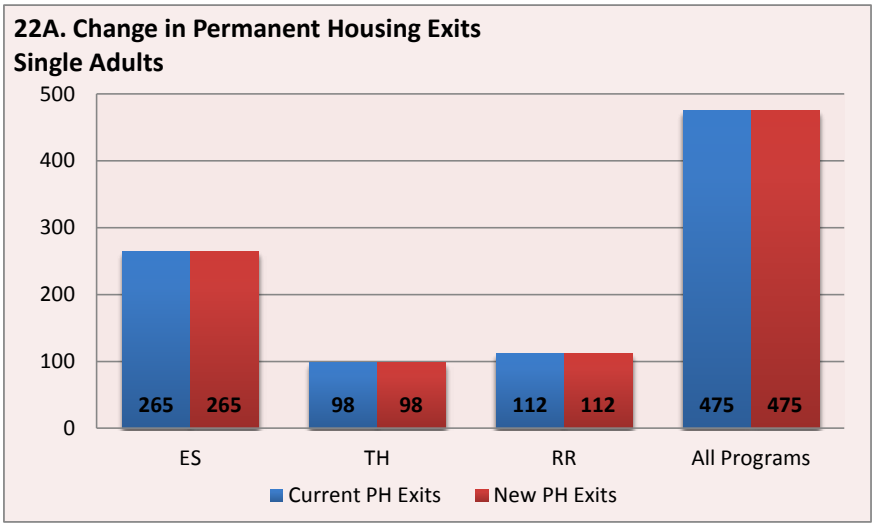
	Current PH Exit Rate	New PH Exit Rate
Emergency Shelter	17%	
Transitional Housing	42%	
Rapid ReHousing	75%	

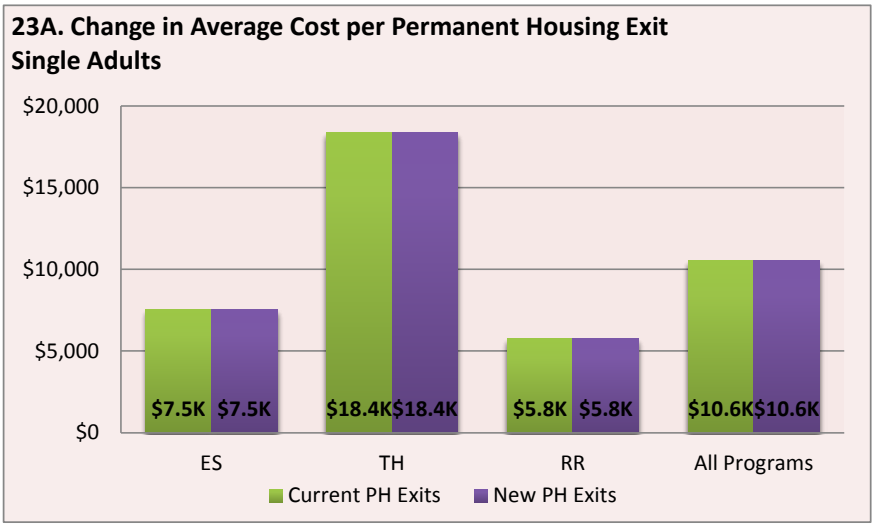
	Current LOS	New LOS
Emergency Shelter	47	
Transitional Housing	264	
Rapid ReHousing	122	

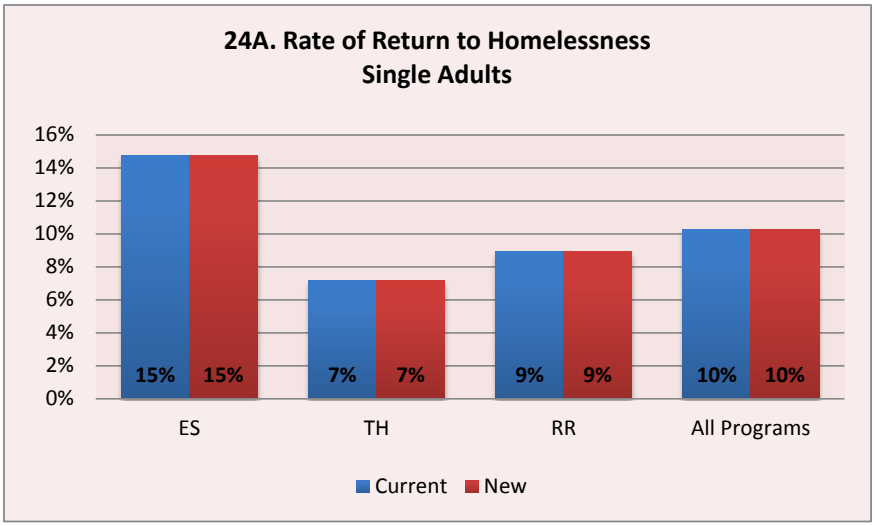
	Current Investment	$ Change	New Investment
Emergency Shelter	$2,000,000		$2,000,000
Transitional Housing	$1,800,000		$1,800,000
Rapid ReHousing	$645,000		$645,000
Perm. Supportive Hsg	$2,500,000		$2,500,000
Total System	*$6,945,000*	*$0*	*$6,945,000*

	Current Rate of Return	New Rate of Return
Emergency Shelter	15%	
Transitional Housing	7%	
Rapid ReHousing	9%	

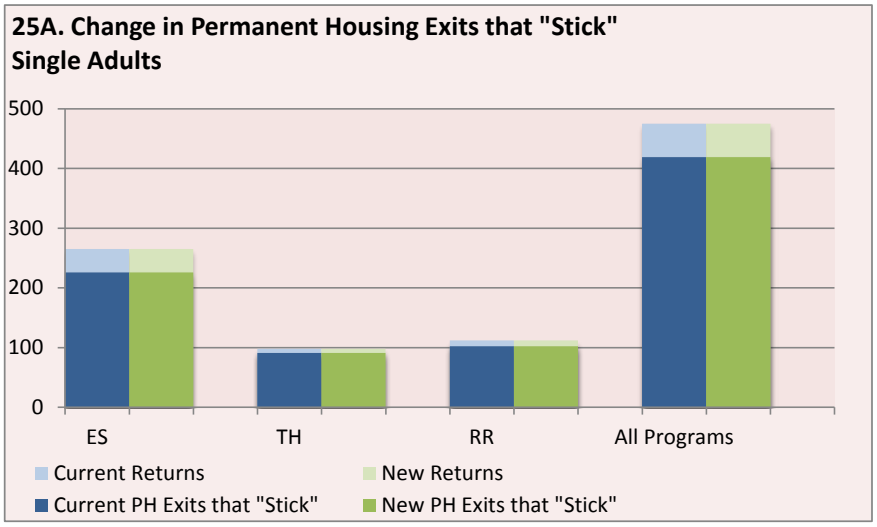
SINGLE ADULTS

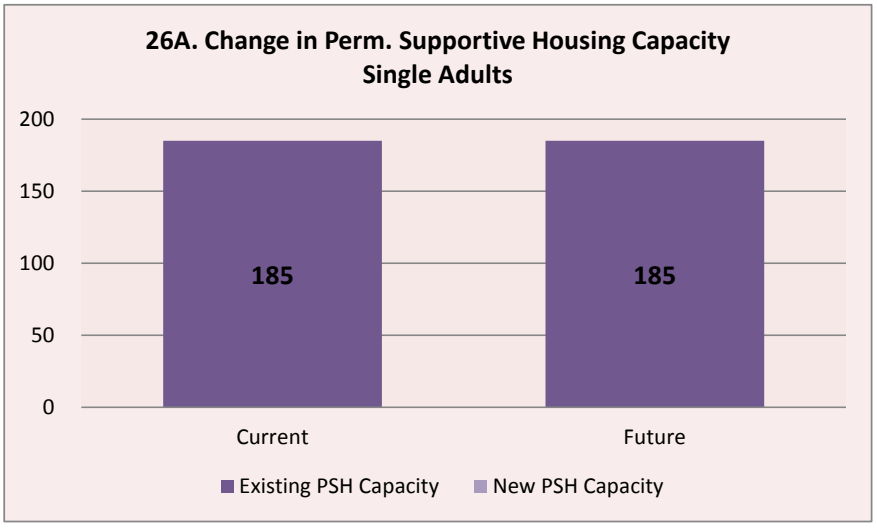


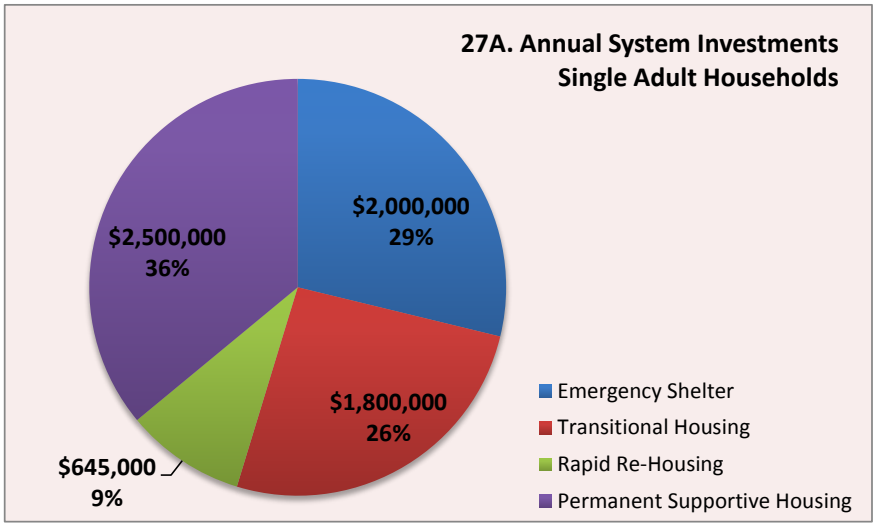




SINGLE ADULTS







FAMILY HOUSEHOLDS

?

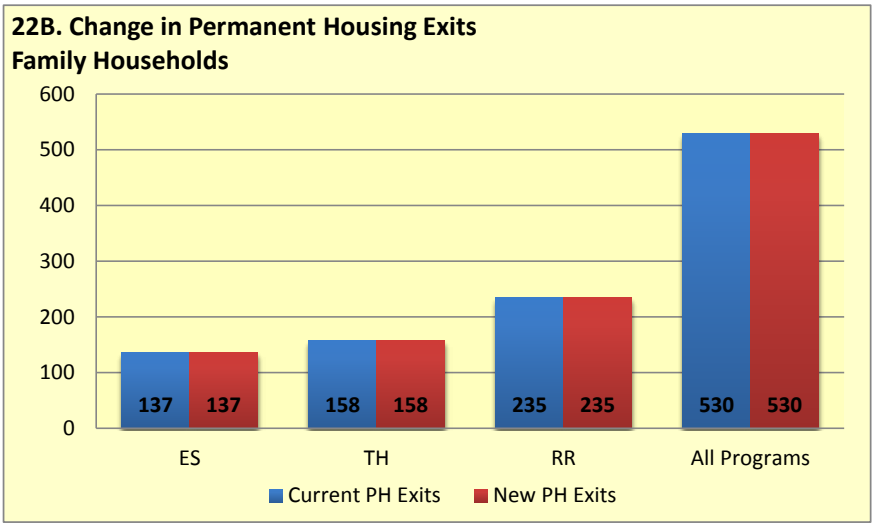
	Current PH Exit Rate	New PH Exit Rate
Emergency Shelter	32%	
Transitional Housing	55%	
Rapid ReHousing	85%	

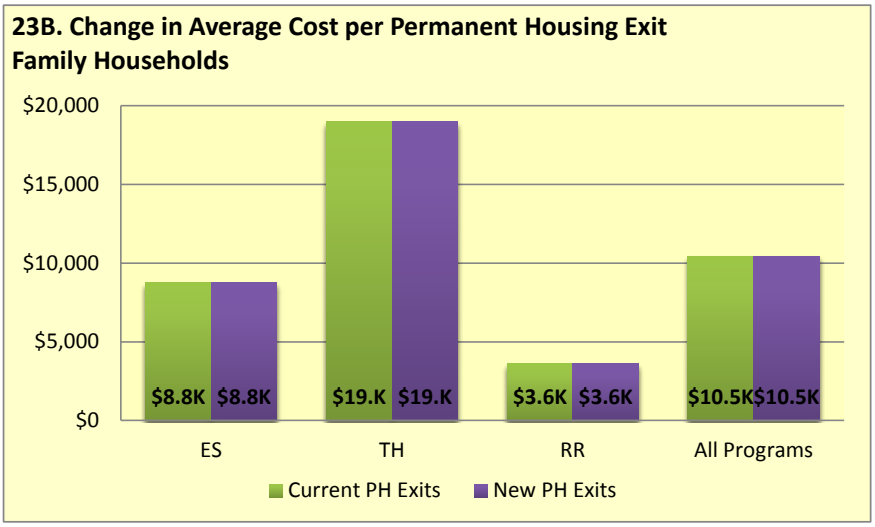
	Current LOS	New LOS
Emergency Shelter	76	
Transitional Housing	307	
Rapid ReHousing	100	

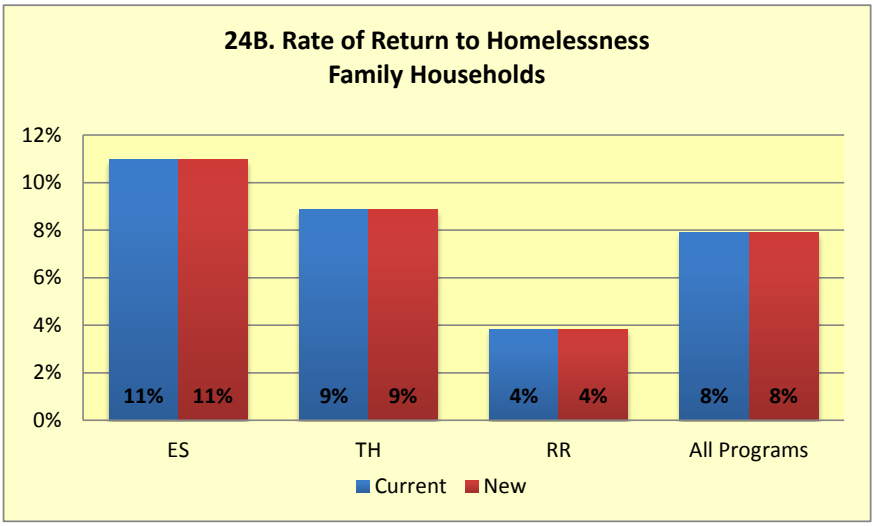
	Current Investment	$ Change	New Investment
Emergency Shelter	$1,200,000		$1,200,000
Transitional Housing	$3,000,000		$3,000,000
Rapid ReHousing	$850,000		$850,000
Perm. Supportive Hsg	$1,500,000		$1,500,000
Total System	*$6,550,000*	*$0*	*$6,550,000*

	Current Rate of Return	New Rate of Return
Emergency Shelter	11%	
Transitional Housing	9%	
Rapid ReHousing	4%	

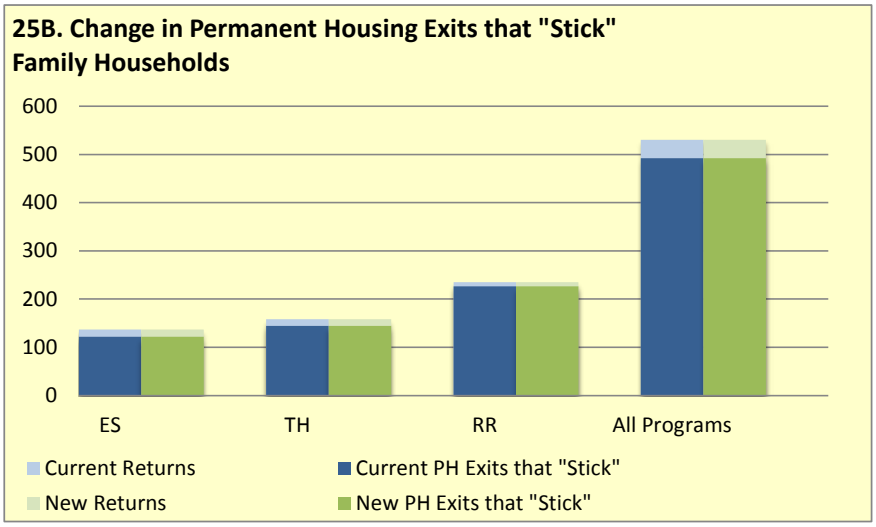
FAMILY HOUSEHOLDS

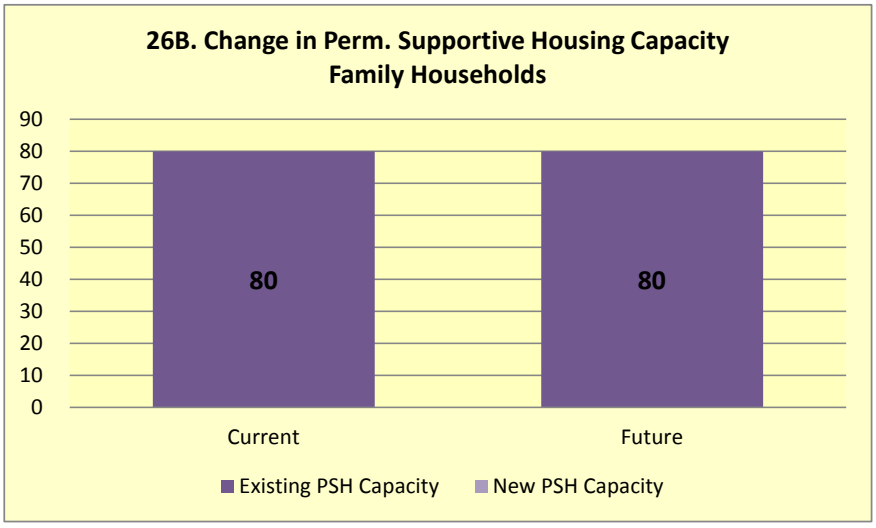


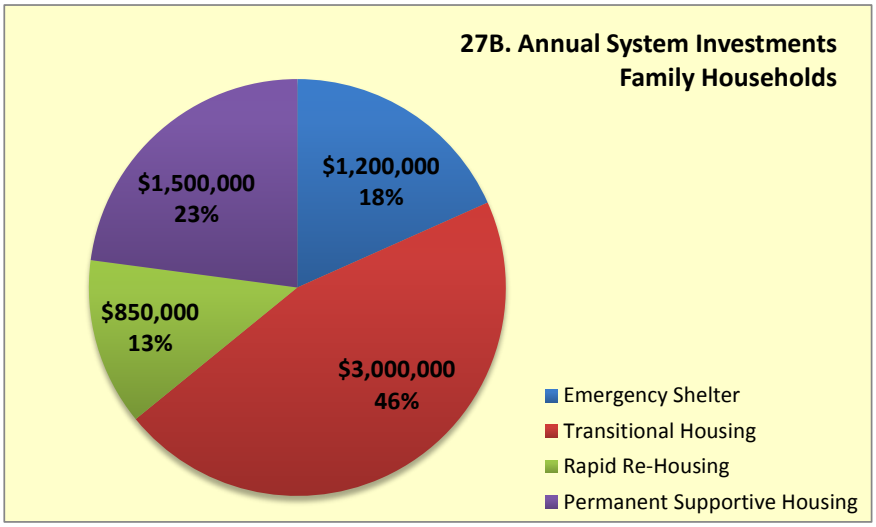




FAMILY HOUSEHOLDS







ALL HOUSEHOLDS

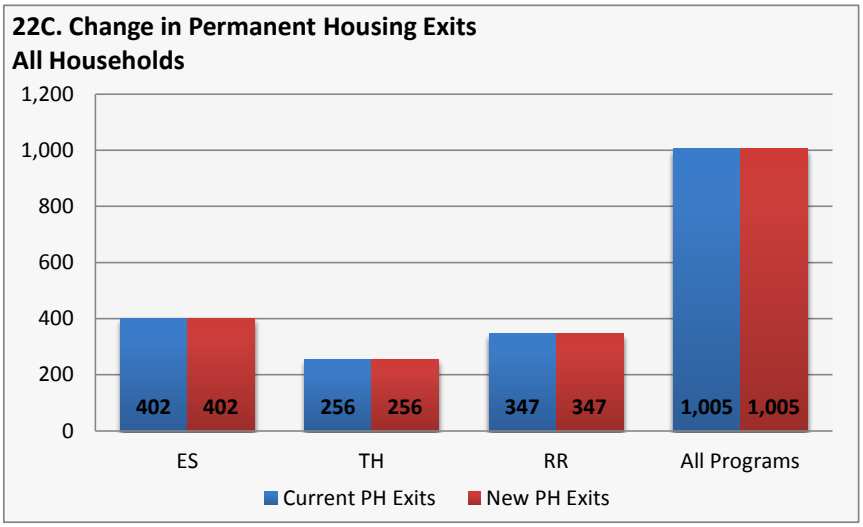
	Current PH Exit Rate	New PH Exit Rate
Emergency Shelter	20%	
Transitional Housing	49%	
Rapid ReHousing	81%	

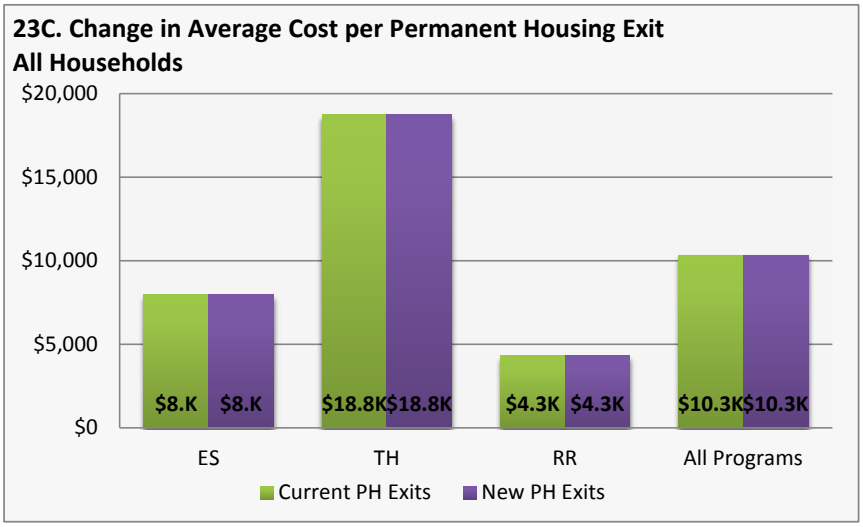
	Current LOS	New LOS
Emergency Shelter	53	53
Transitional Housing	288	288
Rapid ReHousing	107	107

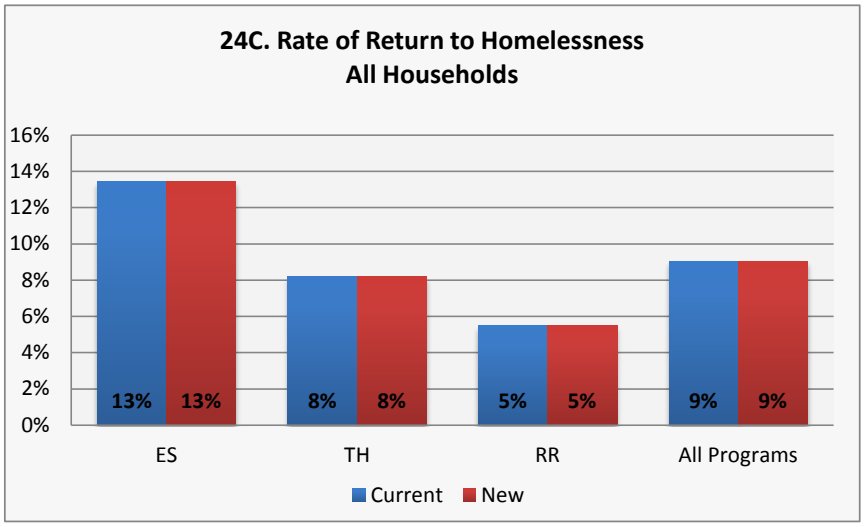
	Current Investment	$ Change	New Investment
Emergency Shelter	$3,200,000	$0	$3,200,000
Transitional Housing	$4,800,000	$0	$4,800,000
Rapid ReHousing	$1,495,000	$0	$1,495,000
Perm. Supportive Hsg	$4,000,000	$0	$4,000,000
Total System	*$13,495,000*	*$0*	*$13,495,000*

	Current Rate of Return	New Rate of Return
Emergency Shelter	13%	13%
Transitional Housing	8%	8%
Rapid ReHousing	5%	5%

ALL HOUSEHOLDS







ALL HOUSEHOLDS