

Monetizing Your Rehousing Investment: Performance Budgeting for System Leaders



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January 18, 2023

Please let us know in the chat:



Your Name.



Your Organization.



**One thing that you hope
to learn today.**

Welcome!

AGENDA

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1

**Welcome & Session
Overview**

2

**What is the value of
your investment to
your local
homelessness
response system?**

3

**A personal
Introduction to
performance-based
budgeting**

4

**Performance-
based
budgeting
principles &
considerations**

4

**Community
Practice**

LAND ACKNOWLEDGEMENT

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We recognize and acknowledge the First People of this ancestral and unceded territory – the land that today we call California. With respect to their elders, past and present, we recognize the tribal communities as the original stewards of this land, and who continue to lift up their stories and cultures.

*Adopted from Los Angeles County's
Land Acknowledgment*

COMMUNITY AGREEMENTS

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Together we create a brave space for learning, re-imagining, & problem-solving so let's ASPIRE:

Assume good intent and take accountability for negative impact (“ouch” and “opps”)

Share airtime (take space, make space)

Practice active listening (with empathy)

I Statements; speak from your own experience

Respect brave and sensitive statements: take what resonates and apply, but leave who said what in the zoom

Everyone is an expert in their own experience, but they don't represent an entire group



What are you contributing and how do you know?

At the end of today's webinar, Leaders will be able to:

1. Learn how to align homelessness program goals, objectives, activities, and funding through the budget process.
2. Utilize budgets as a living document for program planning and performance management.

Monetizing Your Rehousing Investment

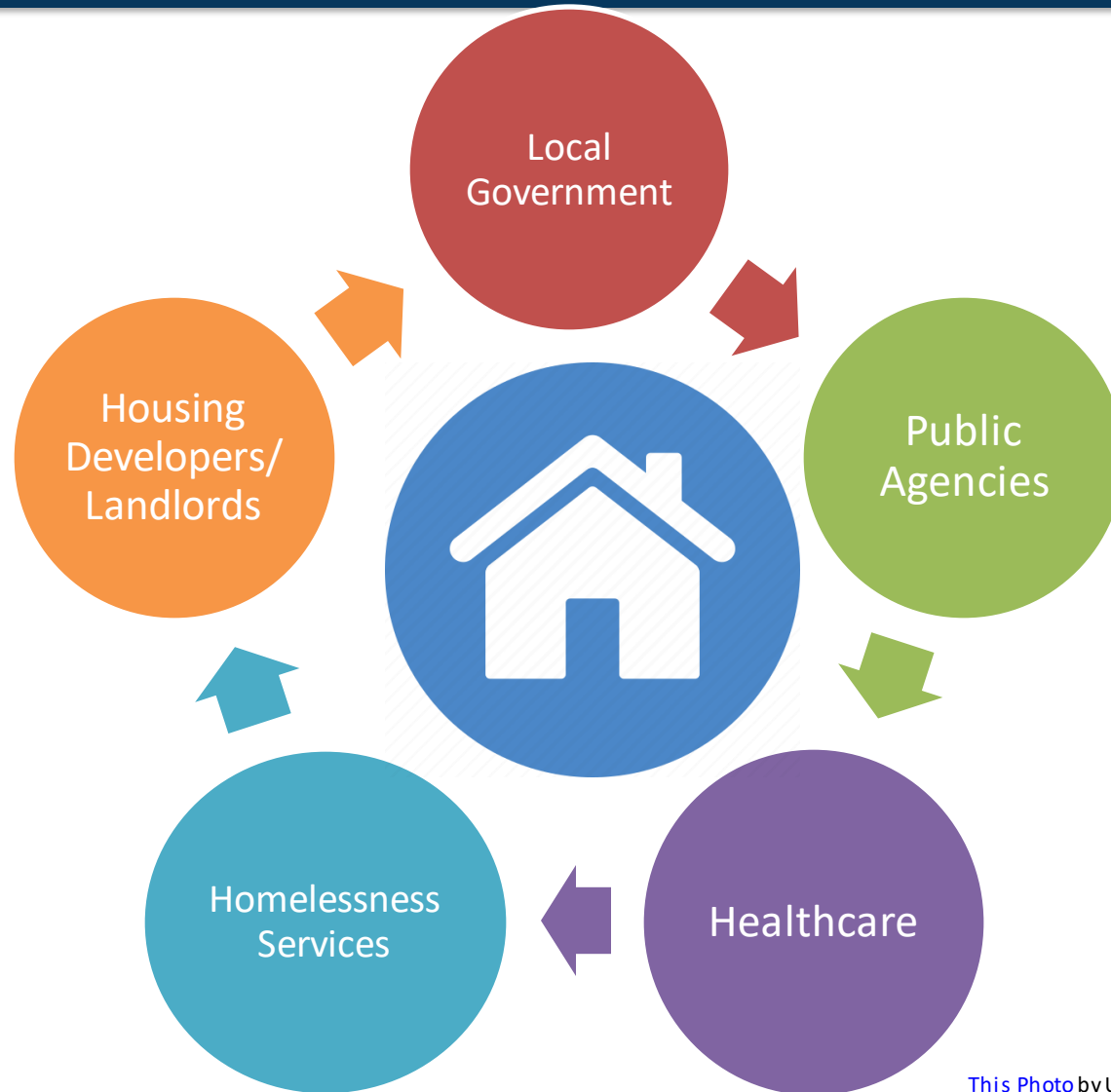
**WHAT IS THE VALUE OF YOUR
INVESTMENT TO YOUR LOCAL
HOMELESSNESS RESPONSE SYSTEM?**

Team Building Exercise:

What is your go-to potluck dish? Why?

Local Homelessness Response System

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- Reducing the number of people experiencing homelessness.
- Reducing the number of people who become homeless for the first time.
- Increasing the number of people exiting homelessness into permanent housing.
- Reducing the length of time persons remain homeless.
- Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- Increase successful placements from street outreach.

A New Era of Accountability

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Los Angeles Times

CALIFORNIA

Column: Newsom rejects every local homeless plan in state, demanding more ambition



Office of Governor
GAVIN NEWSOM



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Governor Newsom Calls for More Aggressive Action on Homelessness, Pauses Latest Round of State Funding

Published: Nov 03, 2022

Collectively, the plans as-submitted would reduce street homelessness statewide by just 2%

Governor Newsom will convene local governments later this month to partner on driving more ambitious action to tackle homelessness

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A PERSONAL INTRODUCTION TO PERFORMANCE-BASED BUDGETING



My Journey



As a planning and performance management tool, budgets have become my guidepost in achieving program results:

- Increase goal attainment.**
- Ensure effective use of resources.**
- Serves as a communication tool across agencies and with funders.**
- Facilitates mid-course correction through consistent review.**
- Fosters the development of realistic program and project plans.**

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PERFORMANCE-BASED BUDGETING PRINCIPLES & CONSIDERATIONS

What is performance-based budgeting?

- Performance-based budgeting is the process of developing a budget based on what results/outcomes are expected as a result of the resource investment.
- The performance-based budgeting process seeks to align resources (human, financial, operational, capital), based on a prioritized set of outcomes.

Guiding Questions

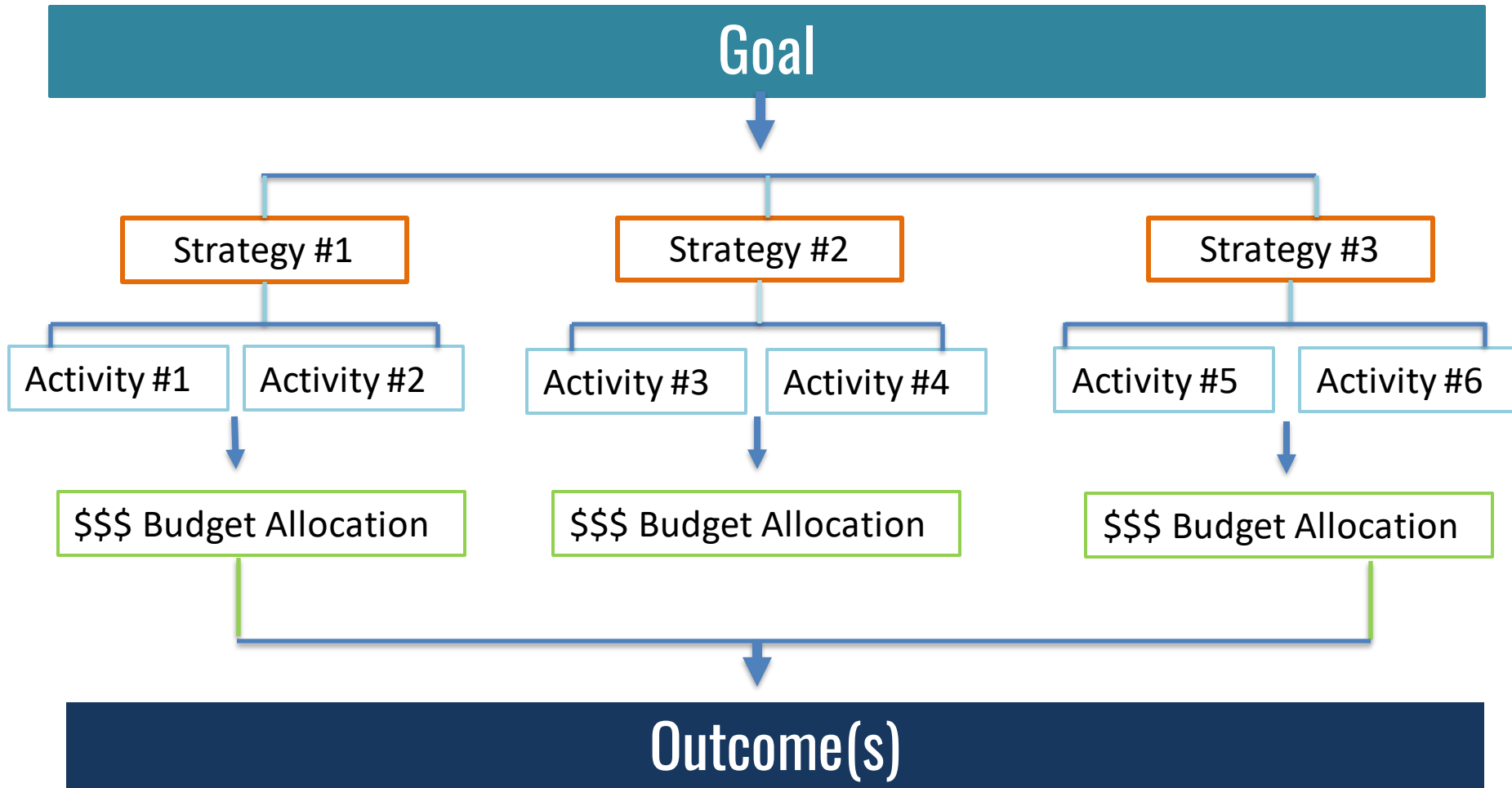
- What are we doing with our resources? (activities)
- Who are we doing it for? (targeted population)
- What are we are hoping to get? (program outcomes)
- How do we know if we are getting what we hoped we would get? (performance indicators)



Defining key terms

- **Goal**
- **Outcomes**
- **Strategies**
- **Activities**
- **Performance Indicators**

Sample Performance-Based Budgeting Outline



Case Example

What do you think is the goal for this jurisdiction based on the funding allocations?

APPROPRIATIONS

General Fund:

Aging.....	728,017
Animal Services.....	64,444
City Administrative Officer.....	539,762
City Attorney.....	350,537
City Planning.....	481,710
Disability.....	302,515
Economic and Workforce Development.....	3,000,000
Fire.....	1,230,788
General Services.....	969,792
General City Purposes.....	267,600
² General City Purposes: Additional Homeless Services.....	10,000,000
Housing and Community Investment.....	4,753,915
Homelessness Services Providers.....	37,751,402
Mayor.....	860,000
Police.....	14,184,015
Public Works, Board of Public Works.....	--
Public Works, Bureau of Engineering.....	--
Public Works, Bureau of Sanitation.....	37,730,619
Recreation and Parks.....	--
Transportation.....	107,777
Unappropriated Balance.....	--
General Fund Subtotal	113,322,893

Considerations

- Organizational Values
- Participation
- Funding Cycle
- Assumptions
- Constraints
- Contracted Services
- Strategic Partnerships
- Targeted Population



Who should be at the table?

- Program staff
- Program graduates
- Finance team
- Public relations
- Contracted service providers
- ???



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COMMUNITY PRACTICE

BREAKOUT SESSION (30 MINS)

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Following the Governor's announcement, your Board of Supervisors has directed staff to prepare a report on how the county can improve its performance of the following performance measure, established by the state:

Increasing the number of people exiting homelessness into permanent housing.

In small groups, brainstorm the following:

- a. Based on the data provided, who is your targeted population?
- b. How much do you propose to increase placements in one year? (state as a percentage)
- c. What are the 1 to 2 strategies to achieve this goal?
- d. What are 2 to 3 activities for each strategy to achieve this goal?

Mock Community Data

Here is our mock community data from the 2022 Annual Homeless Count.

Please review this data to help you identify your targeted population in this planning exercise.

Total Population: 5,000

Sheltered: 1,500

Unsheltered: 3,500

Individuals (those not in family units):
4,200

Family Household (at least 1 child under
18): 800

Transition Aged Youth: 50

Veterans: 350

**People Experiencing Chronic
Homelessness** (all populations): 3,500

**Chronically Homeless who are
individuals:** 1,800

**Chronically Homeless who are
families:** 100

**Fleeing Domestic Violence/
Interpersonal Violence:** 350

Planning Template

Performance Standards	Guiding Questions	Responses
Targeted Population	Who is your targeted population?	
One-Year Goal	How much do you propose to increase placements in one year? (state as a percentage)	
Strategies	What are the 1 to 2 strategies to achieve this goal?	
Activities	What are 2 to 3 activities for each strategy to achieve this goal?	
Budget	What percent of my budget is needed to support this goal?	

Sample Housing Placement Activities

- **Rental subsidies** (e.g., time-limited subsidies, rapid rehousing, Sec. 8)
- **Move-in assistance** (e.g., security deposit, furniture, utility deposit)
- **Landlord incentives** (e.g., signing bonus, damage mitigation fund, unit holding fee)
- **Housing navigation** (e.g., transportation, appointment & interview support)
- **Landlord recruitment**
- **Coordinated Access/Entry System for PSH**

**Share an “AHA”
moment that you
and/or your group
experienced.**



- **Local communities are under public pressure to increase performance in reducing homelessness.**
- **Now more than ever, program goals, outcomes, and resources must align to move the needle on community-level performance measures.**
- **Performance-based budgeting offers an inclusive process to develop a budget based on what results are expected as a result of the resource investment.**
- **Performance-based budgeting offers transparency on true costs of programs.**
- **Performance-based budgeting supports prioritization and decision-making.**

CLOSE OUT

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Thank you for attending the System Leaders Series: Monetizing Your Rehousing Investment.

Join us for Part II: Monetizing Your Rehousing Investment on February 8, 2023:

We will take a deeper dive into developing your budget by looking at local data and specific program guidelines in alignment with statewide performance measures.

In the meantime, for knowledge enrichment, meet with your team to review this year's budget through the lens of its support toward meeting program goals and expected outcomes.

Thank you!

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