

# Missouri Balance of State Continuum of Care



## PROJECT LEVEL POLICY ON PERFORMANCE IMPROVEMENT

Missouri Balance of State Continuum of  
Care

### **Abstract**

The MO BoS CoC evaluates performance of CoC funded projects entering data into the MO BoS CoC Homeless Management Information System (HMIS) and comparable databases. Projects are expected to conduct frequent reviews of project performance, data quality, and data timeliness to ensure all HMIS is complete and accurate. The MO BoS CoC will notify project staff when the project does not meet the performance standards established by the MO BoS CoC.

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## **Project Level Policy: Performance Improvement**

### **Reporting Period**

The system performance measure reporting period established by HUD and utilized for the MO BoS CoC's annual project performance reviews and the CoC Program Competition is the federal fiscal year—October 1 through September 30. Performance Improvement Plans should be established as soon as possible after the end of the fiscal year to give projects adequate time to implement processes to improve project performance. All organizations serving the MO BoS CoC geographic area should also regularly review their performance to address performance deficiencies prior to the implementation of a Performance Improvement Plan.

### **Performance Review Frequency**

The MO BoS CoC Performance Committee will evaluate project performance no less than once per year following the end of the federal fiscal year (October 1 – September 30). The Performance Committee will notify the MO BoS CoC Board of Directors of all projects that did not meet the performance standards established by the MO BoS CoC during the prior federal fiscal year.

The Performance Committee may review project performance periodically during the federal fiscal year, and may notify the MO BoS CoC Board of Directors of projects that are at risk of not meeting performance standards. The MO BoS CoC may provide reasonable assistance to projects at risk of not meeting the performance standards to help improve project performance.

Projects that do not meet expectations of Performance Criteria will be provided a Performance Improvement Plan that will be in effect until the next review.

### **Notification of Deficiency**

Projects that do not meet the performance standards established by the MO BoS CoC following the end of the federal fiscal year must participate in a Performance Improvement Plan as prescribed by the Performance Committee. The Performance Committee must notify project staff of the project's placement on a Performance Improvement Plan within 30 days of the end of the reporting period. Agencies should agree to the Performance Improvement Plan and approve of a strategy for Performance Improvement within 60 days of the end of the reporting period. Copies of the Performance Improvement Plans will also be forwarded to the Board

### **Performance Criteria**

The MO BoS CoC establishes the criteria for performance as part of the Annual CoC NOFO competition. The performance improvement criteria established in the



Renewal Project Scorecard will serve as the criteria for evaluation. This will ensure that Performance Improvement Plans are directly related to NOFO performance. Criteria from the latest approved scorecard will be used to conduct the performance review.

Projects that receive less than 60% of points available on the performance criteria would require a Performance Improvement Plan. Performance Criteria, as provided in the renewal scorecard are attached to this policy for reference in Appendix 1.

### **Performance Improvement Plans**

The MO BoS CoC will establish Performance Improvement Plans for all CoC Program funded projects that do not meet performance standards established by the MO BoS CoC. The MO BoS CoC will establish Performance Improvements Plans for non-CoC Program funded projects when feasible.

Performance Improvement Plans must, at a minimum, include:

- The date the Performance Improvement Plan was established;
- The reporting period in which the project was reviewed;
- The scoring or evaluation process used to evaluate the project including the performance criteria or standards established by the MO BoS CoC;
- The criteria or standards the project failed to meet;
- The project's overall score, if applicable;
- The criteria or standards the project must achieve to be removed from the Performance Improvement Plan;
- The date of the project's next Performance Improvement Plan review; and
- Contact information for the MO BoS CoC entity responsible for monitoring the Performance Improvement Plan.

### **Performance Improvement Plan Cycles**

Performance plans will be issued in response to program performance during a federal fiscal year. If a project is deemed to require a Performance Improvement Plan and had not been on one prior they will be issued a **First Time Performance Improvement Plan**. If a project had been on a Performance Improvement Plan prior to the performance review, and their performance required a performance Improvement Plan they will be issued a **Continued Need Performance Improvement Plan**.

- First Time Performance Improvement Plans - These provide support to an agency prior to any consideration for reallocation. Agencies that cannot meet improvement goals should consider voluntary reallocation.
- Continued Need Performance Improvement Plans - These plans indicate an imminent need of improvement by the program. Programs that do not



improve performance while on a Continued Need plan may be able to have funds reallocated involuntarily as per the MO BoS CoC Reallocation Policy.

### **Regular Performance Improvement Plan Reviews**

The MO BoS CoC will evaluate project performance at the end of every federal fiscal year following a project's placement on a Performance Improvement Plan. Projects that meet the established performance criteria will be removed from the Performance Improvement Plan. Projects that do not meet the established performance criteria may be considered for corrective action by the MO BoS CoC Board of Directors.

### **Corrective Action**

#### **CoC Program Funded Projects**

The MO BoS CoC may take action against projects placed on a performance improvement plan. Corrective action may include technical assistance, discussion of voluntary reallocation of project funding, involuntary reallocation of project funding, or other action determined reasonable and appropriate by the MO BoS CoC Board of Directors. Reallocation processes are defined in the MO BoS CoC Reallocation Policy.

#### **Non-CoC Program Funded Projects**

The MO BoS CoC may notify non-CoC funded projects of performance deficiencies by email or a letter sent by certified mail in lieu of a Performance Improvement Plan. The notification must include:

- The reporting period in which the project was reviewed;
- The scoring or evaluation process used to evaluate the project;
- The criteria or standards established by the MO BoS CoC;
- The criteria or standards the project failed to meet;
- The project's overall score, if applicable;
- Contact information for the MO BoS CoC entity responsible for monitoring the project performance.

#### *Notification to Other Funding Sources*

The MO BoS CoC Board of Directors may notify non-CoC Program funding sources (for example, MHDC for ESG-funded projects) of individual project performance deficiencies (as gathered from HMIS data) in an effort to improve the performance of the overall housing and homeless service system in the MO BoS CoC's geographic area. The MO BoS CoC may notify a project's funding source of performance deficiencies only when:

- The project has failed to meet the standards established by the MO BoS CoC for two consecutive years or three out of the previous five years;
- The MO BoS CoC has notified the project of performance deficiencies for all applicable years;



- The MO BoS CoC evaluated and notified all other projects receiving funding from the same source of performance deficiencies;
- The MO BoS CoC notifies the funding source of all projects that have failed to meet the performance standards established by the MO BoS CoC.

When notifying a funding source of performance deficiencies, the MO BoS CoC may recommend reallocating funding to other projects that align with the strategic plan or priorities established by the MO BoS CoC.



## Appendix 1.- Performance Improvement Section from the NOFO Renewal Scorecard

*This section is an excerpt from the approved scorecard. Any changes to the renewal project scorecard will affect the criteria for performance review. Changes to that document will be authoritative over this reference.*

Performance Improvement – Permanent Supportive Housing		
Scoring Measure	Description	Maximum Score
Permanent Housing Retention and Exits ↑	The percent of persons who remained in all PH projects except PH-RRH projects and exited to permanent housing destinations.	5
Returns to Homelessness ↓	The percent of persons who exited homelessness to permanent housing destinations and returned to homelessness within 24 months after their date of exit.	5
Maintain or Increase Income – Stayers ↑	The percentage of adult participants who have been in HMIS for at least a year and are still in HMIS at the end of the reporting period who maintained or increased their income level over the program year.	2.5
Maintain or Increase Income – Leavers ↑	The percentage of adult participants who exited HMIS who maintained or increased their income level over the program year.	2.5
Bed Utilization ↑	The average number of people served during the reporting period divided by the total number of beds.	5
Cost Per Successful Outcome ↓	The number of people who remained in the project or exited to permanent housing destinations divided by the total award amount prorated by the applicable grant year(s).	5
Risk Score at Project Entry ↑	A score from 0 to 100 based on five risk factors: chronic homelessness, coming from a place not meant for human habitation, alcohol or drug use disorder, mental health disorder, and no income in past 30 days. Projects with higher scores served higher risk clients at time of project entry.	5
Performance Improvement – Rapid Rehousing and Safe Haven		
Scoring Measure	Description	Maximum Score
Exits to Permanent Destinations ↑	The percent of persons who exited to permanent housing destinations.	5
Returns to Homelessness ↓	The percent of persons who exited homelessness to permanent housing destinations and returned to homelessness within 24 months after their date of exit.	5



Maintain or Increase Income – Stayers ↑	The percentage of adult participants who have been in HMIS for at least a year and are still in HMIS at the end of the reporting period who maintained or increased their income level over the program year.	2.5
Maintain or Increase Income – Leavers ↑	The percentage of adult participants who exited HMIS who maintained or increased their income level over the program year.	2.5
Bed Utilization ↑	The average number of people served during the reporting period divided by the total number of beds.	5
Cost Per Successful Outcome ↓	The number of people exited to permanent housing destinations divided by the total award amount prorated by applicable grant year.	5
Risk Score at Project Entry ↑	A score from 0 to 100 based on five risk factors: chronic homelessness, coming from a place not meant for human habitation, alcohol or drug use disorder, mental health disorder, and no income in the past 30 days. Projects with higher scores served higher risk clients at time of project entry.	5



Appendix 2: **Template for Performance Improvement Plan**

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**Performance Improvement Plan**

Project Name: \_\_\_\_\_

Agency Name: \_\_\_\_\_

Agency Representative

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Email: \_\_\_\_\_

- **First Time Performance improvement Plan -**  
*If project has not been placed on a Performance Improvement Plan as a result of the previous Performance Review*
- **Continued Need Performance improvement plan -**  
*If project is on a Performance Improvement Plan or was placed on a Performance Improvement Plan as a result of the previous Performance Review*

Dates:

Notification of Deficiency: \_\_\_\_\_ Review Period: \_\_\_\_\_

Plan provided to Agency Representative: \_\_\_\_\_

Overall Project Performance Score: \_\_\_\_\_ out of \_\_\_\_\_ available ( \_\_\_\_\_ %)

Performance Metrics at or below project type average:

Metric	Criteria	Score





*\*\*If there are more metrics than spaces, please print off additional copies of this page\*\**

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*\*Please print this page for each Performance Metric listed on page one of the PIP*

**Performance Metric:** \_\_\_\_\_

Description of Metric and area of concern: \_\_\_\_\_

\_\_\_\_\_

Use the table below to indicate project strategies for improvement. Each strategy should have its own dedicated person responsible as well as a completion date and a measurable outcome that can be verified.

Improvement Strategy	Person Responsible	Date of Expected Improvement	Measurable Outcome

For this metric please ensure completion of the following items:

- Has the Project Staff participated in all CoC provided training workshops.
- CoC lead agency provided special workshop for performance metric on this date:  
\_\_\_\_\_
- Project staff attended the special workshop.

Other steps that have been taken to address performance metric: \_\_\_\_\_

\_\_\_\_\_



Other notes or issues related to this performance metric that should be mentioned: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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### Signatures

Project Name: \_\_\_\_\_

The agency responsible for the administration of this project has responded to the elements above and is hereby agreeing to pursue the strategies and goals listed herein to improve the metrics associated with this project. Compliance with this plan will be considered by the Missouri Balance of State Continuum of Care by either the Board of Directors and/or the Rank and Review panel in consideration of funding applications.

\_\_\_\_\_  
Agency Representative Signature

\_\_\_\_\_  
Date

The Performance Committee has provided the above materials to the agency responsible for the indicated project, and collaborated with project staff to develop the strategies and goals listed herein. The Performance Committee will work with the Lead Agency of the Missouri Balance of State Continuum of Care to ensure that adequate resources are provided for training purposes related to each performance metric. Compliance with these strategies are deemed appropriate methods of addressing the metrics that affected the project performance.

\_\_\_\_\_  
Performance Committee Chair Signature

\_\_\_\_\_  
Date