



CoC Management Multi-Jurisdictional Session



Welcome and Introduction

Facilitator

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HUD Presenter

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Learning Objectives

- Communicate HUD's expectations for CoC management and governance
- Understand performance measurement and its role in CoC management
- Help CoCs understand how strong management can support strategic plans
- Provide opportunities for:
 - Local information sharing
 - Peer-to-peer learning
 - Feedback to HUD

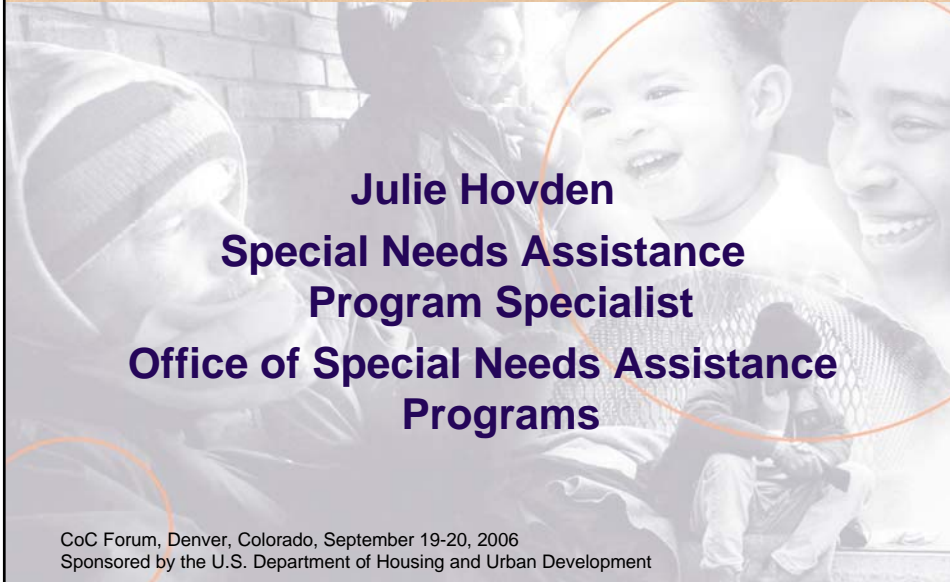

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Session Overview

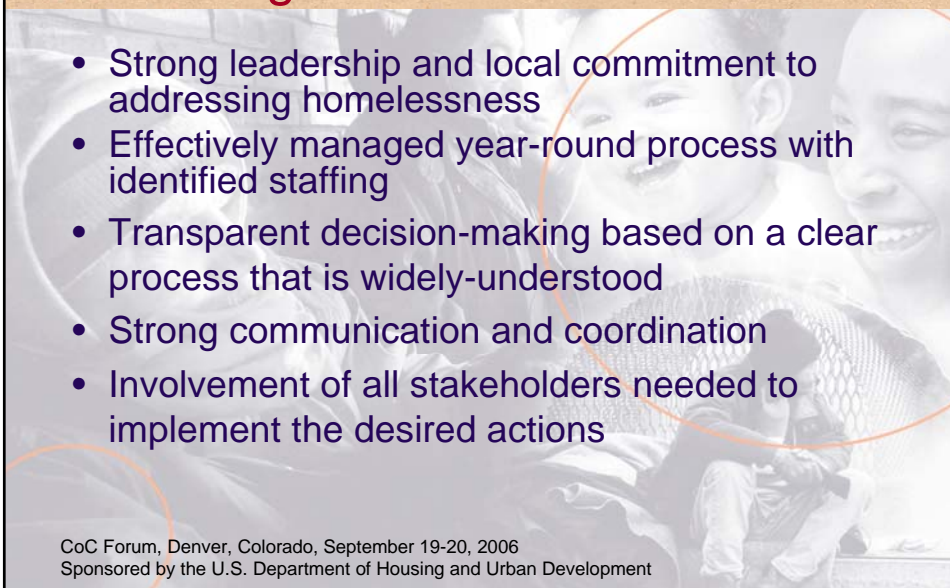

- HUD expectations for CoC management
 - Characteristics of strong management processes and discussion of governance structures
 - Fundamental components of CoC management
 - CoC-wide project performance evaluations
- CoC Case Study on performance measurement and project monitoring
- Facilitated discussion to share ideas and feedback

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**Characteristics of Strong CoC
Management Structures**

- Strong leadership and local commitment to addressing homelessness
- Effectively managed year-round process with identified staffing
- Transparent decision-making based on a clear process that is widely-understood
- Strong communication and coordination
- Involvement of all stakeholders needed to implement the desired actions

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Overview of 2006 Governance Chart Responses By CoC Type

| Qs related to Primary Planning Entity | State & BOS | Multi-CoC | City/Cnty | Cnty | City |
|---|-------------|-----------|-----------|------|------|
| <i>Is broadly representative</i> | 95% | 93% | 94% | 95% | 97% |
| <i>Has > 65% private sector representation</i> | 69% | 90% | 86% | 89% | 94% |
| <i>Selected by open and democratic process</i> | 67% | 86% | 88% | 87% | 93% |

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Overview of 2006 Governance Chart Responses (cont'd)

| Chart E Standards | State & BOS | Multi-CoC | City/Cnty | City | Cnty |
|--|-------------|-----------|-----------|------|------|
| <i>Chair/Co-chair, public/private, offset 2 yr terms</i> | 41% | 39% | 48% | 47% | 33% |
| <i>Has Code of Conduct</i> | 80% | 66% | 76% | 76% | 71% |
| <i>Has fiscal agent</i> | 54% | 51% | 53% | 57% | 58% |
| <i>Conflict of Interest Policies</i> | 97% | 95% | 95% | 96% | 93% |

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Principles of Governance Moving Forward

- Broad-based decision-making entity with adequate private representation
- Open and democratic process for selecting membership
- Balanced leadership that provides continuity
- Code of conduct, by-laws, or other rules of order that openly document process of governance and decision-making
- Policies to avoid potential conflict of interest
- Fiscal capacity to act as applicant for CoC funds or designate a fiscal agent

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Fundamental Components of CoC Management

- Facilitate CoC Strategic Planning
- Implement action steps
- Define and manage committee structure to support strategic plan and annual action plans
- Manage annual CoC application process
- Collect and analyze data needed for annual evaluation of needs and progress
- Report on progress

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Common System Management Action Steps

- Create or expand programs/units/services
- Define strategies to secure and maximize CoC and other resources to support new units
- Measure program performance
- Decide how to allocate CoC-managed funds (e.g., ranking projects)
- Develop operating standards for CoC-funded programs and monitor for compliance
- Provide technical assistance to new and existing programs to improve outcomes
- Manage HMIS participation and data quality

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Common Coordination Action Steps

- Participate in allocation of other resources (leverage sources/partners to support plan)
- Develop formal linkage agreements to improve client access to other service systems
- Work with mainstream institutions and governments on discharge planning
- Work to reduce regulatory and administrative barriers that affect access to mainstream services and benefits

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Performance Measurement

- An organized process for:
 - Gathering information
 - Determining how well programs and projects are meeting needs
 - Client-level needs
 - System-level expectations
 - Using that information to improve performance and better target resources.

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Benefits of Performance Measurement

- Performance measurement is a tool that can help you:
 - Communicate program accomplishments
 - Inform program design, implementation, and reporting
 - Build a more motivated and effective team
 - Target limited resources and potentially stretch dollars further
 - Clarify community objectives and goals

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Data for Performance Measurement

- Performance measurement accuracy depends upon quality data
- CoCs need to ensure they have:
 - Clear standards related to what data are collected and when they are collected and entered into the system
 - Ongoing monitoring of data quality
 - Ongoing training to improve data quality
- HMIS is a tool to support performance measurement

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Evaluation of Project Performance

- CoCs should develop a CoC-wide process for evaluating project performance
 - Develop monitoring plan
 - Identify monitoring resources
 - Implement monitoring plan
- Evaluation plan should consider the type of project and the barriers of the clients being served
- Inability to track system-level progress in achieving objectives will impact CoC competitiveness in the SuperNOFA

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Annual Progress Report (APR)

- The APR is a common reporting tool that can be used by CoCs to understand project performance
- APR is being redesigned to better reflect performance measurement

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Overall CoC Evaluation Tasks

- Have the goals been accomplished?
 - Track and analyze the required data to measure progress on outcomes at system and project levels
 - If not meeting targets, understand why.
 - Are individual projects performing as expected?
 - Did CoC execute the tasks it planned?
 - Issue a report card benchmarking progress
 - Overall CoC performance
 - Individual program performance relative to peers
- Use results to adjust goals, outcomes, actions

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Resources

- “Making the Most of HMIS Data: A Guide to Understanding Homelessness and Improving Programs in Your Community”
www.hud.gov/offices/cpd/homeless/hmis
- “SHP Self-Monitoring Tools”
www.hud.gov/offices/cpd/homeless/programs/shp/

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MAG Continuum of Care Regional Committee on Homelessness

- CoC established at MAG in 1999
- Council of Governments
- 25 cities & towns, 3 Indian communities and Maricopa County
- Phoenix Councilman Greg Stanton, Chair
- 42 public, private and non-profit members
- \$20 million HUD McKinney funds for 48 projects

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MAG Continuum of Care Regional Committee on Homelessness

- **Role of the CoC in the community**
 - Year-round homeless planning
 - Annual HUD application
 - Regional Plan to End Homelessness
- **Key themes**
 - Prevent homelessness
 - Remove barriers to accessing services
 - Increase funding
 - Improve data collection and outcomes

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Arizona Evaluation Project

- Conscious shift from focus on outputs to investing in outcomes.
- Reduce the gap between knowledge and practice.
 - ✓ Which programs are effective?
 - ✓ What interventions produce results?
 - ✓ Where do we target investment?

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Arizona Evaluation Project

- Outcome-based system of evaluating the effectiveness and performance of homeless projects in the Pima County, Maricopa County and Arizona Rural Continua.
- Self-sufficiency matrix through HMIS.
- Results used for:
 - self-evaluation
 - replicating best practices
 - technical assistance
 - grant writing
 - ranking and review of HUD applicants

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Questions for Facilitated Discussion

- Are there any CoCs with Boards represented in the room?
- What challenges do you foresee in establishing a CoC Board?
- Does this pose any challenges that need to be addressed by your CoC?
- Is your CoC using performance measurement to:
 - Determine how well needs are being met?
 - Improve results?
 - Better target resources?
- How is your CoC evaluating project performance?

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