



# CoC Management Urban Session (Room 2)



## Welcome and Introduction

### Facilitator

*Patrick Moynahan, Cloudburst Consulting Group*

### HUD Presenter

*Brian Fitzmaurice, SNAPs*

### CoC Presenter

*Jim Greene, Emergency Shelter Commission,  
Boston, MA*

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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 &gt; 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](http://www.hud.gov/offices/cpd/homeless/hmis)
- “SHP Self-Monitoring Tools”  
[www.hud.gov/offices/cpd/homeless/programs/shp/](http://www.hud.gov/offices/cpd/homeless/programs/shp/)

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**Jim Greene**  
**Director**  
**Emergency Shelter Commission**  
**City of Boston, MA**

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## Boston's CoC: HUD in the Hub

### 2005 6,365 Homeless Men, Women & Children

- Homeless Planning Committee advises Mayor, City agencies and provides leadership for CoC
- More than 200 agencies across the CoC
- McKinney-Vento: 55 programs from 38 agencies

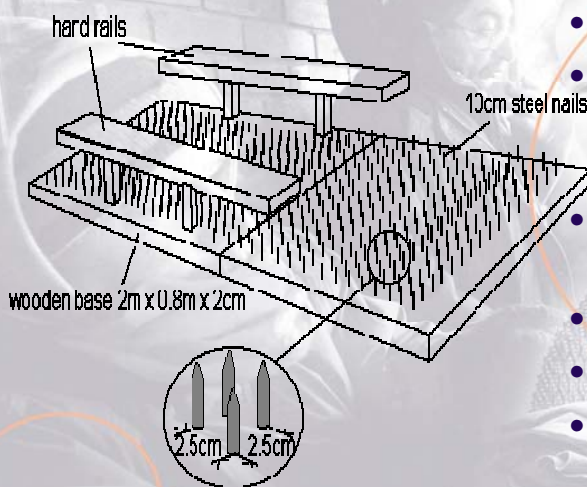
	<i>Family Units</i>	<i>Family Beds</i>	<i>Individual Beds</i>	<b>TOTAL BEDS</b>
• PH:	300 fam.u's	743 f-beds	2298 indiv.beds	<b>2939 beds</b>
• TH:	391 fam.u's	967 f-beds	1349 indiv.beds	<b>2316 beds</b>
• ES:	401 fam.u's	896 f-beds	1257 indiv.beds	<b>2153 beds</b>
<b>Street Count:</b>	<b>2003 → 230</b>	<b>2004 → 299</b>	<b>2005 → 261</b>	

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## 2005 Sharing the Pain: "Bed of Nails" Strategy



- No Cuts to PH
- Sliding scale across all other CoC programs
- No tiers in THP/SSO
- 5% cut top tier
- 13% cut lowest tier
- 11% = \$1.2 Million

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## 2006 Re-Allocation Strategies: Walk the Plank vs. Voluntary

- ↑ 10% ↑ 20% ↑ 25%  
**conversion scenarios**
- 7% Voluntary Reallocation  
= \$822,227
- Explore Resources for CoC  
Programs from State, Local,  
Foundation, Business \$\$\$\$



Total Reallocation Over 2 years  
\$2 Million = 51 Units of Housing

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## Why "Share the Pain?"

- What You Did → What We Did
- CoC-wide Agreed Upon Targets
- Sharing pain fosters solidarity across CoC
- No one provider feels singled out
- Re-allocation stimulates Strategic Dialogue  
around CoC
- \$10M more in CoC funding = 255 SPO Units
- Call for Renewed Advocacy & Activism

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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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