



# CoC Planning

## Urban 2 Session



## Welcome and Introduction

### Facilitator

*Marty Fleetwood, HomeBase/CCC*

### HUD Presenter

*Robyn Raysor, SNAPs*

### CoC Presenter

*Elizabeth Doyle, City of Boston*

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development



## Learning Objectives

- Communicate HUD's expectations for CoC planning
- Share strategies for effective CoC planning
- Help CoCs understand how to leverage the planning process to support local planning goals
- Provide opportunities for:
  - Local information sharing
  - Peer-to-peer learning
  - Feedback to HUD

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

3



## Session Overview

- HUD expectations for CoC planning
  - Characteristics of strong planning processes
  - Fundamental components of strategic planning
  - Recommended strategies
- CoC Case Study on responding to challenges in strategic planning
- Facilitated discussion to share ideas and feedback

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

4



## **Robyn Raysor Deputy Director Office of Special Needs Assistance Programs**

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

5



## **Background**

- **Congressional and Administration focus:**
  - Resource Allocation Accountability and Performance Measurement
    - Annual Progress Report (APR)
  - Data to demonstrate CoC outcomes
    - Homeless Management Information Systems
  - Permanent Housing Solutions
    - Chronic Homeless Initiatives
    - 30% Permanent Housing set-aside
    - Shelter Plus Care renewal set-aside

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

6



## Characteristics of Strong CoC Planning Structure

- Strong leadership
- Broad collaboration and coordination
- Transparent decision-making
- Year-round process
- Strong communication

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

7



## Collaboration and Coordination

- Engage broad range of partners with influence over resources and policies that affect homelessness
  - PHAs, local governments, State Policy Academy agencies, homeless agencies, mainstream agencies, private and public funders, etc.
- Improve coordination to maximize impact and resources and minimize duplication across various planning efforts related to homelessness
  - Consolidated Plan, Ten-year Plans, Discharge Planning efforts, etc.

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

8



## Strategies for Improved Coordination

- Share information about each system, available data sources, needs, vision, opportunities for mutually-beneficial activities
- Identify people to facilitate coordination and service integration
- Jointly sponsor a periodic needs assessment or shared project

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

9



## Fundamental Components of CoC Planning



CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

10



## Needs Assessment Strategies

- Conduct annual or biennial point-in-time counts (street and shelter)
- Interview providers, clients, and other stakeholders about needs and causes of homelessness
- Evaluate HMIS data for year-round demand and program utilization
- Analyze point-in-time and HMIS data sources to understand trends in client characteristics and needs
- Review research to determine which service strategies are most effective for the people experiencing homelessness in your CoC
- Understand local program effectiveness

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

11



## Goal-setting Strategies

- Set a broad, shared vision with specific goals related to the major groups who experience homelessness in your CoC
- Identify outcomes to document your progress
  - Reduce the # of people living on the streets
  - Reduce the length of time people stay in shelter
  - Minimize (eliminate) recidivism
  - Other measures that relate to the functionality of the system (modeled after HUD's National goals)
- Establish targets (%s) for your outcomes

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

12



## Integrating HUD's National Indicators into CoC Planning

- HUD's FY07 Government Performance Results Act (GPRA) Homeless Assistance Program indicators:
  - Create 4,000 new permanent housing beds for chronically homeless persons
  - At least 71% of persons who move into HUD's permanent housing projects remain housed for at least 6 months
  - At least 61.5% of persons who leave TH projects will move into permanent housing
  - The rate of employment for homeless clients exiting homeless assistance programs is expected to be 18% or better
  - At least 395 CoCs will have a functional HMIS

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

13



## CoC Action Plan Strategies

- Keep your CoC action plans focused and doable.
- Create a multi-year plan of specific tasks to reach your goals.
  - Define 1, 5, and 10 year measurable achievements (generally outputs)
  - Identify lead person responsible for each task

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

14



## CoC Action Plan Discussion Questions

- Do programs need to be created, expanded, or refined to achieve CoC-defined outcomes?
  - How will you make funding decisions?
  - How will you monitor program outcomes?
- Do others share goals? Can you leverage their help?
- Based on the causes of homelessness identified, which systems do you need to work with to prevent homelessness?
- Are there regulatory or administrative barriers that affect access to mainstream services and benefits? Can you negotiate formal access to other service systems to meet homeless clients' needs?
- Where can you secure resources to implement plans?

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

15



## Strategies for Identifying Resources

- McKinney-Vento funding alone cannot address all unmet needs
- CoC planning should focus on:
  - Outlining CoC-level estimates of resources needed to implement the plan and a coordinated approach to secure funds
  - Securing multiple funding sources (local, state, private, other federal) to meet needs
  - Targeting and/or reallocating CoC grant funds to housing

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

16



## Potential CoC Grant Resources

- **Samaritan Initiative**
- **Pro Rata Need (PRN) Utilization**
  - **Available preliminary PRN**
    - CoC utilizes available PRN for new projects
  - **Reassign PRN**
    - CoC adjusts renewal projects; creates available PRN by reducing or eliminating renewal projects to fund new projects
  - **Hold Harmless PRN Reallocation**
    - All renewal projects are for 1 year and
    - 1 year renewal burden exceeds preliminary pro rata need
    - CoC reduces or eliminates renewal projects to fund new permanent housing projects

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

17



## Considerations when Using CoC Grant Funding

- **Projects need to be ready – ducks lined up:**
  - Realistic sites considering availability, zoning, NIMBY, environment
  - Realistic financing
- **CoC funding should not be used as “first money in” to secure other commitments**
  - HUD Appropriations Act requires funds to be obligated within 2 years and spent within additional 5 years

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

18



## Exhibit One as a Tool for Strategic Planning

- The application reflects the components of strategic planning
  - Count homeless populations and subpopulations and gather client-level data, determine unmet needs
  - Define 10-year plan, objectives and action steps
  - Establish project funding priorities
  - Identify unexecuted grants to ensure that resources are being used effectively
  - Measure performance against objectives

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

19



## Resources

- HUD's Homelessness Resource Exchange **Coming Soon**
- Site to Feature CoC Forum Materials  
<http://www.hud.gov/offices/cpd/homeless/hre/index.cfm>

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

20



## Elizabeth Doyle City of Boston, MA

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

21



## 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>	

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

22



## CoC Planning & Management

- CoC leadership
- Tie into other planning processes
- Multi-year planning
- Year round planning
- Inclusive Process

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

23



## CoC Planning & Management

- Conversion strategies tied to:
  - Program monitoring and evaluation
  - Coordination with HUD goals
- **Housing emphasis**
- **Housing performance**
  - Permanent housing placement
  - Permanent housing retention
- **Access to mainstream resources**
- **Increase in income**
- **Participation in HMIS**

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

24



## Questions for Facilitated Discussion

- What are the unique challenges you face as an Urban CoC in planning?
- How have you worked to overcome these challenges?
- What resources has your community devoted to CoC Planning?
- What are you doing to ensure that the projects selected for funding will help achieve your CoC goals?
- How is your CoC planning being coordinated with other related planning efforts?

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development

25