



# CoC Management Balance of State Session



## Welcome and Introduction

### Facilitator

*Ann Denton, Advocates for Human Potential*

### HUD Presenter

*Velma Simpson, SNAPs*

### CoC Presenter

*Bernie Juno, Hebron House Hospitality*

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 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

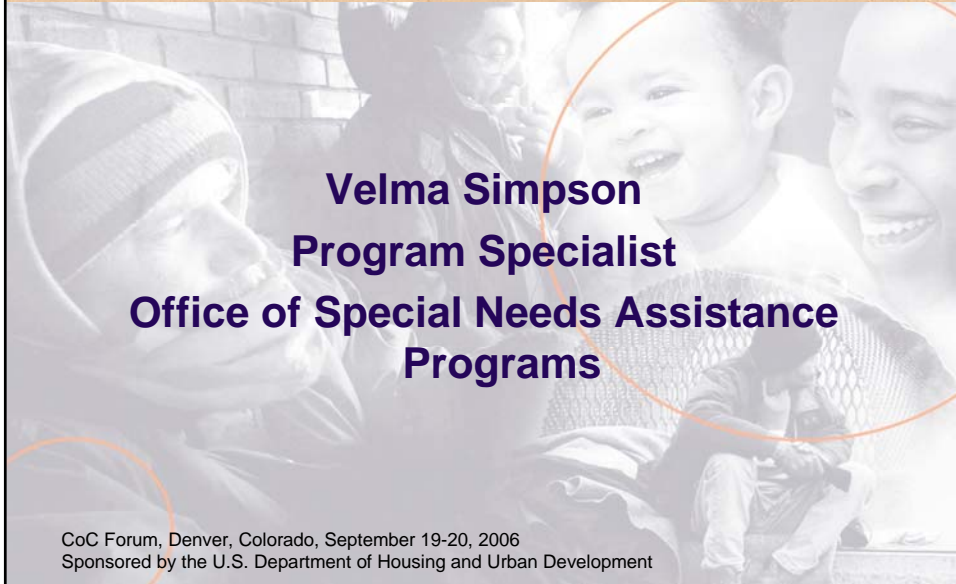

CoC Forum, Denver, Colorado, September 19-20, 2006  
Sponsored by the U.S. Department of Housing and Urban Development



## Session Overview

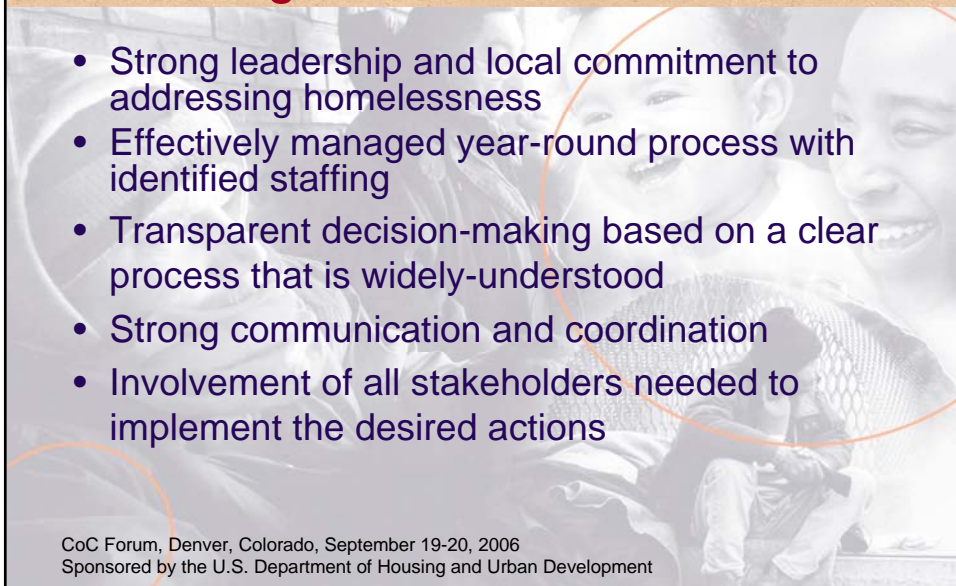

- HUD expectations for CoC management
  - Characteristics of strong management processes and discussion of governance structures
  - Fundamental components of CoC management
  - CoC-wide project performance evaluations
- CoC Case Study on performance measurement and project monitoring
- Facilitated discussion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

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



**Velma Simpson**  
**Program Specialist**  
**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



**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

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



## 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%

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



## 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%

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



## 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

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



## 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

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



## 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

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



## 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

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



## 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.

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

13



## 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

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



## 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

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



## 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

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



## 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

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



## 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

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



## 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/)

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



**Bernie Juno**  
**Executive Director**  
**Hebron House Hospitality**  
**Waukesha, WI**

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



## Wisconsin Balance of State Characteristics

- Wisconsin Balance of State Continuum of Care consists of both rural and urban areas
- It is comprised of 69 counties
- Of the 69 counties, 50 local Continuum of Care's are represented with several of the local Continuum of Care's covering multi-counties
- The current number of projects funded are 56 plus a new S+C project

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

21



## Pro Rata Need and Number Served

- Pro rata need for 2005 funding cycle was \$4.9 million
- Amount awarded was \$5.4 million for Renewals with an additional Good Samaritan award bringing the total to \$6.5 million through the 2005 application process for funding for 2006-2007 fiscal years
- 14,475 served in 2005 from 2004 award process
- At an average cost of \$375 per individual served

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



## Management Pluses and Challenges

- Statewide HMIS is WISP (Wisconsin Service Point) with a Point In Time survey done twice yearly
- Planning and Prioritizing Process is exceptional
- Sharing and Support meetings have significant impact by looking at and sharing best practices
- Working on an evaluation tool for assistance with prioritizing by incorporating both objective and subjective information: quantifying cost per individual served, considering urban versus rural service delivery issues, with a grading range for difficulty of needs of clients relative to availability of support services, compared to the stated outcome measures and information contained in the APR

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



## 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?

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