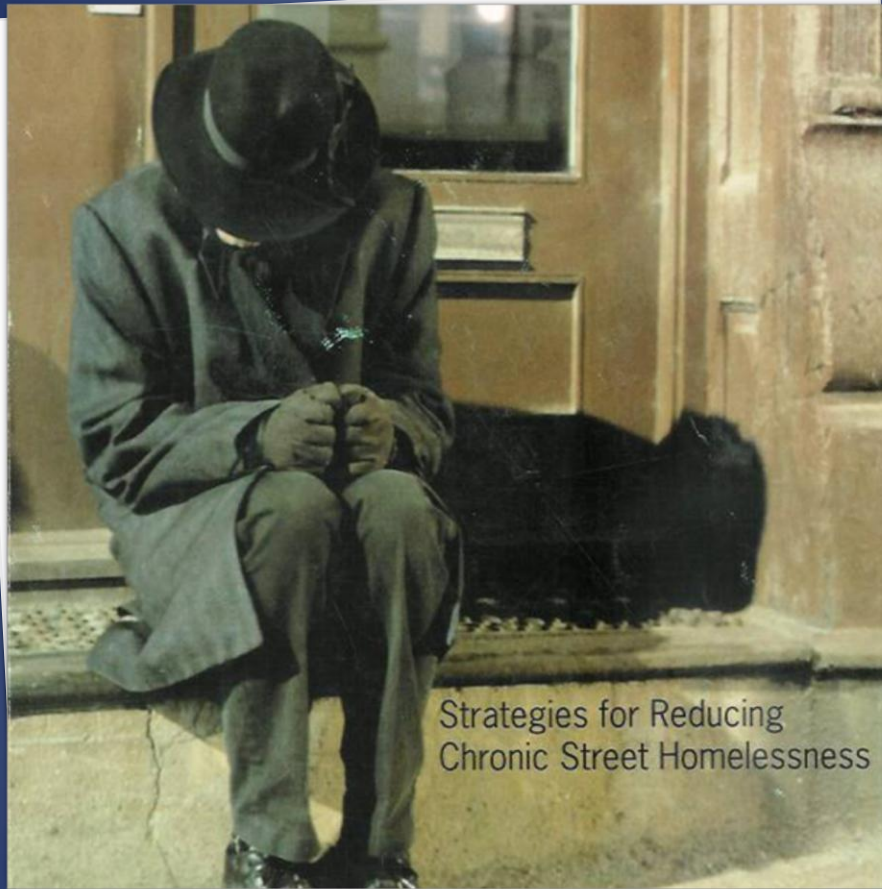


DEVELOPING A WINNING COC PROCESS

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Strategies for Reducing
Chronic Street Homelessness

WORKSHOP FORMAT

- ◉ Overview of CoC Process
- ◉ Exhibit I:
 - CoC Housing, Services and Structure
 - Homeless Needs and Data Collection
 - CoC Strategic Planning
 - CoC Performance
 - Emphasis on Housing Activities
- ◉ Exhibit II:
 - Threshold criteria
 - Maximizing competitiveness
 - Logic Model
- ◉ Coming Soon: 2009 and 2010 processes

CONTINUUM OF CARE 101

- ◉ Prevention
- ◉ Outreach
- ◉ Intake and assessment
- ◉ Emergency Shelter
- ◉ Transitional Housing
- ◉ Supportive Services
- ◉ Permanent Housing
- ◉ Permanent Supportive Housing
 - Traditionally, HUD has funded TH, SS and PSH through the CoC process
 - Early emphasis on TH and Services
 - Now emphasis on PSH, Rapid Re-Housing and Prevention

CONTINUUM OF CARE (MCKINNEY-VENTO) FUNDING:

- ◉ To be served by this funding, a person must meet the HUD definition of **Homeless**:
- ◉ A person residing in (1) a place not meant for human habitation (e.g., car, sidewalk, abandoned building); or (2) an emergency shelter; or (3) transitional housing for homeless persons.
- ◉ Those served by permanent supportive housing must meet the above definition and if in transitional housing, must have originally come from the streets or shelter.

- ◉ To qualify as **chronically homeless**, a person must be:
- ◉ An unaccompanied homeless individual with a disabling condition who has either been continually homeless for a year or more, or has had at least 4 or more episode of homelessness in the past 3 years, and must currently be sleeping in a place not meant for human habitation or in an emergency shelter.

SUPPORTIVE HOUSING PROGRAM:

- ◉ *Transitional Housing:*
- ◉ Acquisition
- ◉ Rehabilitation
- ◉ New Construction
- ◉ Leasing
- ◉ Supportive Services
- ◉ Operations
- ◉ Administration
- ◉ Technical Assistance
- ◉ HMIS

TRANSITIONAL HOUSING

- ◉ Acquisition, rehab, new construction requires a one-to-one match; operations requires the applicant to provide 25% of the total cost (cash match); support services requires applicant to provide 20% of the total cost (cash match). An applicant can request multiple types of funding for a single project.
- ◉ Length of stay is restricted to 24 months; performance measures based on moving persons served into permanent housing.
- ◉ Homeless persons and families, with or without disabilities, qualify.

PERMANENT SUPPORTIVE HOUSING FOR PERSONS WITH DISABILITIES

- ◉ Acquisition
- ◉ Rehabilitation
- ◉ New Construction
- ◉ Leasing
- ◉ Supportive Services
- ◉ Operations
- ◉ Administration
- ◉ Technical Assistance
- ◉ HMIS

PERMANENT SUPPORTIVE HOUSING

- ◉ Same matching requirements.
- ◉ Individual or Head of Household *must* have a physical, mental, or emotional impairment which is expected to be long-continued and substantially impedes their ability to live independently and is of a nature which could be improved by more suitable housing conditions (e.g. substance abuse or mental illness). Includes developmental disability and HIV/AIDS.

SUPPORTIVE SERVICES ONLY

- ◉ Acquisition
- ◉ Rehab
- ◉ Leasing
- ◉ Supportive Services
- ◉ HMIS
- ◉ Same matching requirements. Services must be direct services and must provide services to individuals in housing not provided by the grantee. Typically street outreach or drop-in center services, or services to resident of housing owned by other providers. Rarely competitive.

SHELTER PLUS CARE (S+C) PROGRAM:

- ⦿ Provides housing vouchers based on HUD fair market rents for persons/head of households with disabilities.
- ⦿ Vouchers may be Tenant-based (move with the tenant), or Project-based (stay with the apartment).
- ⦿ Applicant must provide a one-to-one match in supportive services to keep the person housed. Match may be cash or in-kind. (Match is often a Medicaid-based service or other community service that the person qualifies for.)

MOD-REHAB SRO:

- HUD enters into Annual Contributions Contracts with public housing agencies (PHAs) in connection with the moderate rehabilitation of residential properties that, when rehabilitation is completed, will contain multiple single room dwelling units. These PHAs make Section 8 rental assistance payments to participating owners (i.e., landlords) on behalf of homeless individuals who rent the rehabilitated dwellings. The rental assistance payments cover the difference between a portion of the tenant's income (normally 30%) and the unit's rent, which must be within the fair market rent established by HUD.

SRO

- Rental assistance for SRO units is provided for a period of 10 years. Owners are compensated for the cost of some of the rehabilitation (as well as the other costs of owning and maintaining the property) through the rental assistance payments. To be eligible for assistance, a unit must receive a minimum of \$3,000 of rehabilitation, including its prorated share of work to be accomplished on common areas or systems, to meet housing quality standards (HQS).



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THE COC APPLICATION PROCESS

COC PROCESS SCORING

◉ *All points in Exhibit 1 (Exhibit 2 - threshold and local grading; projects can impact Ex. 1)*

- Housing & Services: 14
- Needs & Data Collection: 24
- Strategic Planning: 16
- Performance: 28
- Housing Emphasis: 18

*52 of 100 points are performance -related;
only 48 are CoC process-related*

I. COC HOUSING, SERVICES AND STRUCTURE

- ◉ CoC must develop a strong, comprehensive, systematic process for identifying assets and needs and appropriately and impartially reviewing proposed projects to fill those needs
- ◉ Key competitive factors:
 - Existence of a coordinated, inclusive, outcome-oriented community process
 - Inclusion of all needed entities
 - Impartial project review
 - Comprehensive strategy
 - Inventory of housing and services

PROCESS INCLUDES:

- Nonprofits (representing veterans, persons with disabilities, faith-based organizations and community-based organizations and other groups serving homeless and low-income persons)
- Governmental agencies
- Public housing agencies
- Housing developers and service providers
- School systems
- Law enforcement
- Hospital and medical entities
- Funding providers
- Business
- Ten-year planning entities
- Homeless or formerly homeless persons

FAIR AND IMPARTIAL PROJECT REVIEW AND SELECTION

- ⦿ Review should be by impartial parties (no conflict of interest; i.e., no one affiliated with an agency applying for a project)
- ⦿ Based on objective criteria (example: NC BOS CoC Score Card)
- ⦿ Clear communication with applicants regarding schedule, scoring, results

STRATEGY FOR HOUSING AND SERVICES

- ◉ Housing and services inventories should reflect comprehensive strategy with all CoC components, especially permanent housing
- ◉ Strategy must be designed to serve all homeless subpopulations:
 - Seriously mentally ill
 - Persons with multiple diagnoses
 - Veterans
 - Persons with HIV/AIDS
 - Including sheltered and unsheltered homeless persons

HOUSING INVENTORY

- Each facility needs to be listed separately in the housing inventory by bed type. When organizations or facilities have more than one bed type (e.g., emergency, transitional and/or permanent), they should provide a separate bed count for each bed type at the time of data collection (i.e., the PIT).

- If an organization has fluid bed types and/or fluid occupants (between singles and families, as well as varying family sizes), the CoC may suggest that organizations develop an “average” bed count based on typical usage patterns. HMIS users should consult with CHIN if this is an issue within their individual organizations.

- ◉ PIT bed counts need to be reconciled with HMIS bed counts at least on an annual basis.
- ◉ CoCs should track bed utilization rates within each organization, so there is a CoC-wide awareness of available housing and housing needs.
- ◉ Compare the bed counts with prior year counts and document any reasons for changes in bed counts at the time of the PIT.
- ◉ Review the numbers to make sure they make sense. People make mistakes and typos happen.

II. HOMELESS NEEDS AND DATA COLLECTION

- ◉ Homeless Populations and Point-In-Time Results: Every CoC needs a PIT committee to coordinate an annual count. This committee needs to study and follow federal and state guidelines.
- ◉ It is critical to train individuals collecting sheltered count data. The most important issues are: 1) understanding the definitions of the subpopulations of homeless persons; and 2) counting homeless persons by facility as listed in the housing inventory and HMIS.

- ⦿ Each CoC organization should include its HMIS users in the review/submission of the organization's PIT data.
- ⦿ Again, review the numbers to make sure they make sense. Outside reviewers tend to see the errors more quickly.

- ◎ Point-In-Time Resources:

- ◎ Use NCCEH's point-in-time resources:

<http://www.ncceh.org/pointintimehowto/>

At this site, there are links to the HUD point-in-time counting guides, or they can be accessed directly at

http://www.hudhre.info/documents/counting_sheltered.pdf

http://www.hudhre.info/documents/counting_sheltered.pdf

- ◉ HMIS: CoCs should establish an HMIS committee to provide support, leadership, oversight, and set policies within the CoC. Membership should include both HMIS users and executive directors/leaders of CoC providers at the onset.
- ◉ HMIS users should be trained in HUD's 5 major objectives, and other data measures within the CoC application.

- ◉ As HUD has indicated, CoCs need to strive to have 86 percent or more bed coverage for each housing type. Getting to this point may require significant leadership and dedication among CoC providers. The HMIS committee should guide this effort and figure out ways to build local capacity.
- ◉ Each CoC needs to become an AHAR participant if it wants to receive a competitive score.

- ◉ HMIS Committees need to monitor overall HMIS use, which includes reviewing data quality, identifying problem areas, and supporting CoC providers/HMIS users in the clean up of data.
- ◉ CoCs may choose to rate projects based on their individual HMIS data quality.

- ◉ HMIS Resources:
- ◉ Use the HMIS website resources at <http://hmis.info/> and the AHAR Exchange resources at <http://ahar.hmis.info/> .

III. COC STRATEGIC PLANNING

◉ Competitive Criteria:

- Existence of and alignment with 10-Yr. Plan for ending chronic homelessness w/ action steps to meet HUD objectives
- Process on development of discharge planning policy (health care, foster care, correctional system)
- Projects proposed are consistent with unmet needs
- Renewal funds estimates provided
- Leveraging - \$2 for every HUD \$1 requested (match is leveraging, too)

HUD'S OBJECTIVES FOR STRATEGY

- ◉ Create new PH beds for chronically homeless persons
- ◉ % of formerly homeless remaining in HUD permanent housing at least 6 months will be at least 71.5 %
- ◉ % of homeless persons moving from HUD transitional housing to permanent housing will be at least 63.5%
- ◉ Employment rate of persons exiting HUD permanent housing projects will be at least 19%
- ◉ Decrease the number of homeless households with children

IV. COC PERFORMANCE

- CoCs need to conduct a quarterly review of achievement data for HUD's 5 CoC strategic objectives listed above
- Use PIT data and APR and HMIS reports from all CoC projects to chart progress. Each CoC project needs to understand the successes and challenges associated with each of the HUD objectives. The issues may be different issues for each homeless subpopulation.

- ◉ CoCs also need to track the number of chronically homeless persons throughout the year to evaluate if the CoCs current efforts are working to reduce the number and/or if the CoC must develop new strategies. Through regular tracking, CoCs may better understand what issues cause the number to increase or decrease.
- ◉ CoCs may choose to rate projects based on their individual achievement levels on the 5 HUD objectives and their ability to reduce the number of chronically homeless persons.

- ◉ During the Project Rating process, make sure “projects within the CoC have policies and practices in place to hire, and have hired, low and very-low income employees and subcontractors under Section 3 of the Housing and Urban Development Act of 1968”; and “incorporate energy-efficiency measures in the design, construction, rehabilitation, and operation of housing or community facilities.”

V. HOUSING EMPHASIS

- ◉ Comparison of:
\$ requested for housing vs. \$ requested for services (excluding HMIS)
- ◉ Tips: Renewals: Wherever possible, begin moving \$\$ out of direct services and into operations - best to do this before NOFA with grant amendment and need to show reason and resources
- ◉ New projects: Don't ask for services \$\$

EXHIBIT 2 - PROJECT EXHIBIT

◉ Threshold Criteria:

- Applicants and sponsors must meet eligibility requirements in NOFA , show evidence of capacity, and provide required certifications
- Population must meet eligibility in program regulations
- Only persons served by PH must be those who came from streets, ES, or TH; Persons served by TH must come from streets or ES
- Samaritan Initiative and Rapid Re-Housing have additional requirements in NOFA
- Rehab/new construction must meet accessibility requirements

- Project must be cost effective (not deviating substantially from norm for area)
- “Innovative” will be judged on newness and replicability (Don’t use this category)
- Renewals must be part of a CoC
- Sponsor-based S+C must have a sponsor who is private nonprofit or community based mental health agency
- SROs cannot served prior residents who don’t meet definition of homeless

- ⦿ Rapid Re-Housing: CoC must have central intake and population must meet requirements (families w/ children, 7 days street or shelter, ability to sustain independent housing, have one moderate barrier)

EXHIBIT 2

- ◉ Project Quality Threshold (New projects, including HHN reallocations):
 - Type, scale and location of the housing fit needs of participants and be accessible to community amenities
 - Type, scale, and local of supportive services fit needs of participants and transportation is described
 - Plan for assuring client access mainstream benefits is provided
 - Plan to help clients obtain and maintain PH is provided
 - Plan to increase income is provided

- Existing applicants and sponsors show satisfactory performance for existing grants
- Expansions should clearly show what part is expansion
- Additional Rapid Re-housing requirements
- Renewals must meet same eligibility, capacity, and performance standards
- Additional statutory and regulatory requirements (Civil Rights, Fair Housing, Local Employment, Relocation, Environmental)

COMPETITIVENESS

- ◉ Most CoCs have more individual project applications than they can submit based on the formula need, so projects must compete to be submitted.
- ◉ However, if the CoC is not fully utilizing the amount, other local projects may be able to get more.

- A project that serves chronically homeless disabled individuals with permanent supportive housing vouchers is likely to be the most competitive.



- ⦿ This is often a hard group to serve and these vouchers can be renewed without counting against the overall formula need. It also would qualify for “Bonus” funding that does not count against the overall formula need. (Note: although the expected need amount is determined by formula, the actual allocation is competitive.)

COMING SOON...

- 2009 and 2010 process and changes

COC TIPS AND REMINDERS

- ⦿ Follow all instructions.
- ⦿ Eliminate errors and typos.
- ⦿ Examine CoC application for areas in which the CoC can improve and work on those.
- ⦿ Cross-check all data from one section to the next.
- ⦿ Divide up tasks among members of your CoC.

RESOURCES TO IMPROVE THE COC PROCESS

- ◉ Visit and review the HUD Homelessness Research Exchange regularly at <http://www.hudhre.info/> . Pay careful attention to the items listed under Quick Links for CoCs and Providers.
- ◉ Watch all HUD webcasts. See the SuperNOFA section at <http://www.hud.gov/webcasts/archives/> . As of 5/25/09, there are three in the 2009 SuperNOFA archives (CoC Competition Debriefing, e-Logic Model and NOFA Process & General Section).

- ◉ On the HUD website, in their library, there are homeless resources. Visit <http://www.hud.gov/library/bookshelf06/> .
- ◉ Again, use all the resources at <http://hmis.info/> .
- ◉ North Carolina CoCs should use the resources at <http://www.ncceh.org/> , <http://www.ncdhhs.gov/homeless/icchp.htm> and <http://www.nchousing.org/> . There are many other links to resources at these websites.

- ◎ CHIN CoCs should use the resources at <http://www.nchomeless.org/> .
- ◎ To learn more about the eLogic Model used in CoC project exhibits, see the tutorial at www.appliedmgt.com/eLogic%20Model.htm .

Developing a Winning CoC Process Workshop

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