

Continuum of Care Overview

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Introductions

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Introduce yourself in the Chat!

- Name
- Pronouns if you choose
- Agency
- Other Affiliations

Agenda

- 1.** History of the CoC
- 2.** The CoC Program
 - a.** CoC Responsibilities
 - b.** CoC Operations
 - c.** CoC Data
 - d.** CoC Planning
- 3.** Coordinated Entry Basics
- 4.** Questions

Housekeeping

- A recording of the training and the slides will be sent out
- You should be hearing audio by now! Let us know in the Chat box if you can't and someone will help you.
- Time for Q&A at the end
- Next Training: March 30th 2pm EST

History of The CoC

CoC Program vs The CoC

History of the CoC Regulations

- McKinney-Vento Act of 1987- First major federal legislative response to homelessness
- Homeless Emergency Assistance & Rapid Transition to Housing (HEARTH) Act of 2009- Amended the McKinney-Vento Act.
- CoC Program Interim Rule- published July 2012- Implemented the HEARTH Act
 - ▶ Establishes regulations for the CoC Program
 - ▶ Applies to all new/renewal projects in the FY 2012 funding competition and thereafter

HUD often establish policies and strategies through the annual Notice of Funding Opportunity (NOFO)

The CoC Program

- Funding for efforts by nonprofit providers, States, and local governments to re-house homeless individuals and families rapidly while minimizing the trauma and dislocation caused to homeless individuals, families, and communities as a consequence of homelessness
- Promote and provide access to and effective use of mainstream programs by homeless individuals and families
- Positions funding and data to review inequities and implement programming and services that reduce disparities
- Optimize self-sufficiency among individuals and families experiencing homelessness

The CoC

The CoC Program interim rule (578.5) says:

Representatives from relevant organizations within a geographic area shall establish a CoC for the geographic area to carry out the duties of this part.

What are Relevant Organizations?

...non-profit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons.

The CoC is the convening and planning body for a set geographic area responsible for carrying out and implementing the requirements in the Interim Rule.

What does this mean?

- YOU are part of and can be an active member of your local CoC, including acting on boards and other decision making bodies
- The CoC Programs is direct funding for housing and services, but the “CoC” is intended to be the community-wide organizing body that focuses on ending homelessness regardless of funding stream
- Counties have a unique interest in helping shape CoC policy, funding decisions and priorities.

CoC Responsibilities

CoC Organizational Structure and CoC Requirements

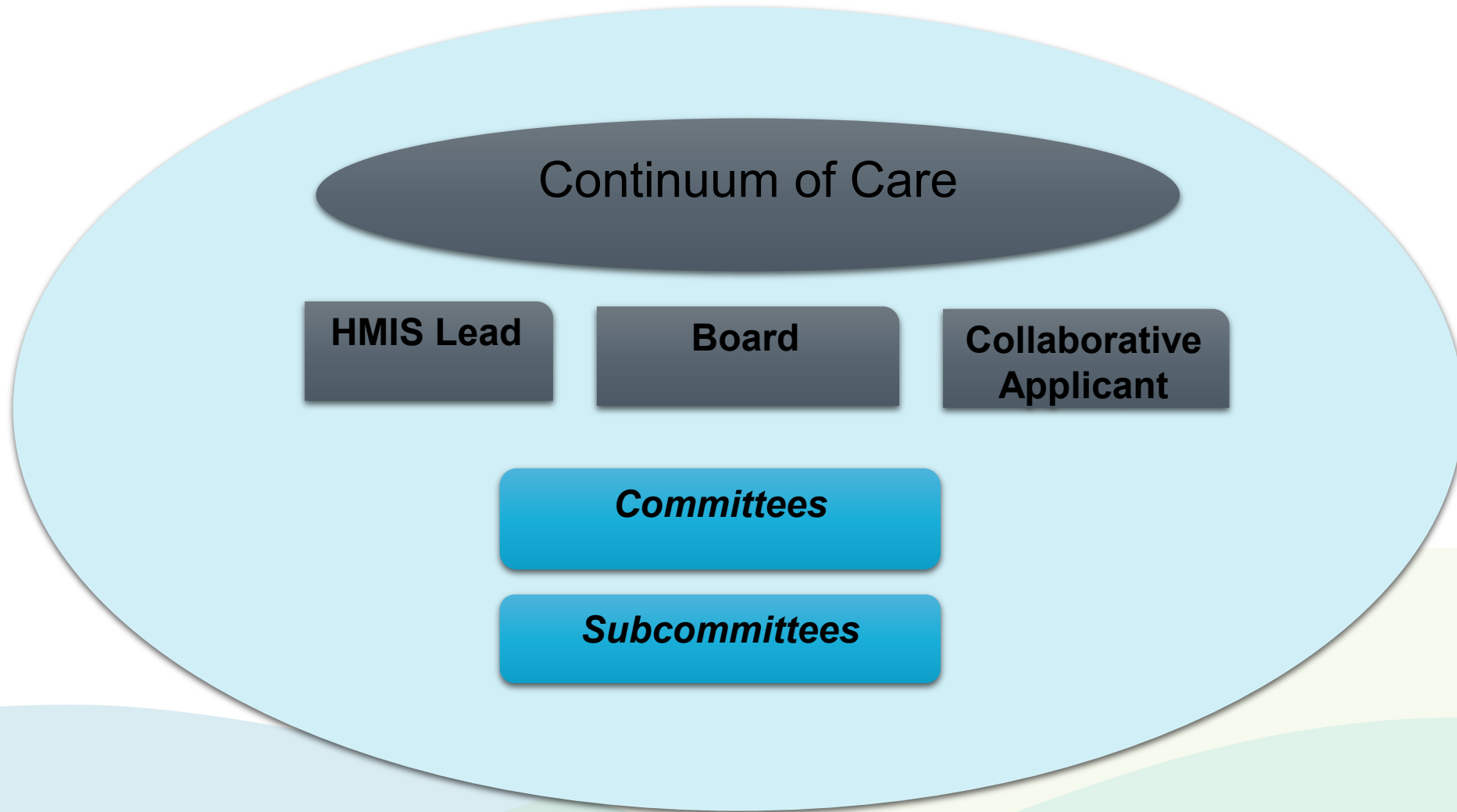
CoC Responsibilities

- Charged with designing a local “system” to assist sheltered and unsheltered people experiencing homelessness and providing the services necessary to help them access housing and obtain long-term stability
- Promote community-wide planning and strategic use of resources to address homelessness
- Enhance coordination and integration with mainstream resources and other programs targeted to people experiencing homelessness
- Improve data collection and performance measurement

CoC Organizational Structure

- CoCs (as a group) determine how governance is implemented, including roles and responsibilities of various parties
- The “Collaborative Applicant” is often referred to as “the CoC” but their defined role by HUD is limited and often only escalated by the CoC’s decisions to do so
- CoCs vary widely in how they assign roles, create policies and implement committees/workgroups
- CoCs should be actively involving people with lived homeless experience in key decision making or consultative roles to ensure those voices are helping to drive policy. This includes individual and families who exited homelessness via county-based programs.

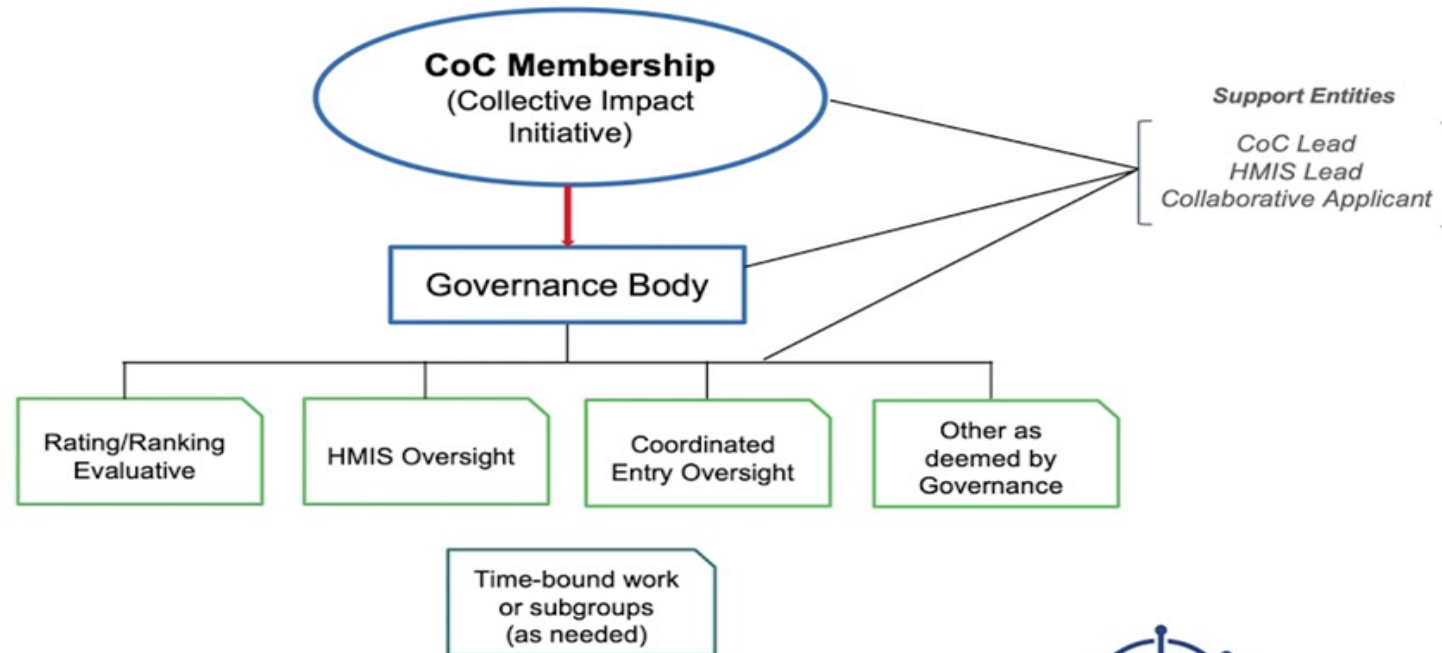
CoC Structure (Broad)



CoC Organizational Structure (sample)

PowerPoint Slide Show - [SSDS_Leverage Points CoC For Newbies.pptx]

CoC's Example Organizational Structure



IMPACT HOMELESSNESS

Jan 2021

CoC Requirements

OPERATIONS
Programs



SYSTEM
PLANNING



DATA
MANAGEMENT



CoC FUNDING
Application



CoC Planning

CoC Planning

- The CoC must coordinate the implementation of a housing and service system that meets the needs of homeless persons throughout its geography
- Minimally, the system should encompass:
 - Outreach, engagement, and assessment
 - Shelter, housing, and supportive services
 - Homelessness prevention strategies

CoC Planning

- Plan and conduct point-in-time count
- Conduct annual gaps analysis of homeless needs and services
- Participate in the Consolidated Plan
- Consult with ESG recipients
 - Plan for allocation of ESG program funds
 - Report on and evaluate performance of ESG recipients/subrecipients

CoC and ESG Coordination

Key Elements of coordination:

- Centralized/coordinated assessment
- Consolidated Plan homelessness strategy and goals
- Allocation of ESG funding
- ESG performance standards
- ESG subrecipient participation in HMIS
- ESG and CoC Program written standards

CoC Operations

Subtitle (optional)

Membership and Meetings

- Hold at least semi-annual membership meetings
- Issue a public invitation for new members from within the CoC's geographic area at least annually
- Representatives from relevant organizations within a CoC's geographic area
- Actively involve people with lived homeless experience in planning and decision making processes

Equity in Membership

- Advantaged groups play an important role in the implementation of equitable systems; a role which should be directed by those most impacted.
- Nothing about us, without us
- People are experts in their experience
- People should be included and leading the decision making when decisions are being made about them
- Implement highly inclusive, collaborative, models that operationalize participatory planning, decision-making, and evaluation
- Both the “process” and the “outcome” of equity will be different across communities, populations and geographies, and must be designed by those most impacted by systemic oppression and marginalization

System Operations

- Adopt and follow a written process to select a board to act on behalf of the Continuum of Care. Process must be reviewed, updated, and approved by the CoC **(usually the membership)** at least once every 5 years
- Appoint additional committees, subcommittees, or work groups
- In consultation with the collaborative applicant and the HMIS Lead, develop, follow, and update annually a governance charter, which will include all procedures and policies needed to comply with the Interim Rule

The Governance Charter

- Details the functions of the CoC board, the CoC's committee structure and roles, staff roles, and the process for amending the charter.
- Think of the Governance Charter as the blueprint for how the CoC works.
- Governance charter must include:
 - ▶ Policies and procedures to carry out CoC responsibilities (directly or by reference).
 - ▶ Code of conduct
 - ▶ Conflict of Interest/Recusal process for Board members

Counties should request the CoC's Governance Charter and Written Standards to understand how power is distributed and where opportunities for engagement exist

HMIS Lead

- Single HMIS designee for entire CoC geographic area
- Must be established by CoC to act on its behalf.
- Must be a legal entity
- Must be an eligible applicant

Collaborative Applicant (CA)

- Must be a legal entity
- Must be an eligible applicant
- CA responsibilities must be explicit in the Governance Charter
- May apply for CoC planning funds on behalf of the CoC (as specified in annual NOFA)

Notice of Funding Opportunity)

- Funds HUD CoC Programs Annually
- Requires CoC Ranking of projects, often with some projects in “Tier 2”
- The higher CoC ranks the likelier all projects funded
 - Project Type (based on HUD Priority or set aside)
 - HMIS Coverage
 - System Performance Measures
 - Project Level Performance Measures
 - CoC Governance and Strength
 - Commitment to HUD Policies such as Housing First, Equity etc

CoC Program Components

- PH
- TH
- SSO
- HMIS
- HP

Program Components

Eligible Costs

- Acquisition, Rehab, New Construction
- Leasing
- Operating
- Rental Assistance
- Supportive Services
- HMIS
- Project Administration

CoC Data Management

Performance and Monitoring

- HMIS
- APR
- Site Visits
- Participant Feedback
- Financial Audits
- Recordkeeping

System Planning

- PIT
- System Gaps Analysis
- By Name Lists
- System Coordination
- ESG
- CAPER

Data Management

- HMIS
- Federal Reporting Requirements
- System Level Performance Evaluations
- Data on equity

CoC Funding Application

- NOFO
- Collab Applicant
- Rating and Ranking (CoC faction)

Characteristics of an Equitable Data-Informed Culture

Data Collection and Analysis

- Data collection is standardized and incorporates continuous quality improvement.
- Variety of providers participate in data collection.
- System coverage includes all homeless dedicated projects.
- Shared sense of value in collecting and reviewing data.
- Analysis is continuous and responsive.

Data Reporting and Maintenance

- Communication is multi-directional and transparent.
- Data Stewardship carefully moves the data in consistent ways for consistent analysis.
- Oversight is continuous and meaningful.
- System Impact has resulted in empowered and informed policy and funding decisions.

System-Level Performance Measures

HEARTH establishes clear system-level performance measures:

- Length of time homeless
- Recidivism (subsequent return to homelessness)
- Access/coverage (thoroughness in reaching homeless persons)
- Overall reduction in number of persons who experience homelessness
- Job and income growth for homeless persons
- Reduction in first time homelessness
- Other accomplishments related to reducing homelessness

IN THE CHAT! Tell us about your involvement, leadership or overall engagement with your local Continuum of Care.



- ✓ Any struggles to bring to your peers?
- ✓ Any success stories you want to share that have made a meaningful impact on your local programming?

Coordinated Entry

CoC must establish and operate a Coordinated Entry (CE) system, in consultation with ESG recipient(s):

- Must provide an initial, comprehensive assessment of needs of individuals/families requesting assistance

- Must cover the full CoC geographic area

- Must be accessible and well-advertised to individuals/families seeking assistance

[17-01CPDN.PDF \(hud.gov\)](#)

CE: 4 Core Elements

1. **Access-** CoCs establish a centralized **access** point or adopt a “no wrong door” approach to housing for all in need. CoC’s should provide outreach to individuals and ensure that access points are equitably distributed throughout the CoC’s geographic region to promote easy and timely access.
2. **Assessment-** CE staff complete an **assessment process** to gather information on individual household’s-strengths, needs, preferences, and barriers they face to regaining housing. Diversion and problem solving are increasingly common as part of the phased assessment approach.
3. **Prioritization-** A CoC follows established written policies and procedures to **prioritize** households based on level of vulnerability and need. Prioritization policies should reflect the needs of the community to house the most vulnerable and address inequities.
4. **Referral-** Based on the assessment and prioritization, CE staff then make a **referral** to appropriate and available housing and supportive services

Equity in Coordinated Entry

- **ACCESS** – Do the most marginalized people in the community have access to the homelessness response system?
- **ASSESSMENT** – Level of comfort, language, staff reflective of the people they are serving
- **PRIORITIZATION** – Documented disabilities, risk factors that show up in specific populations
- **REFERRAL** – Barriers to getting connected to housing

Why Coordinated Entry? Why Dynamic System Management?

An effective **Coordinated Entry** approach:

- ✓ Ensures housing program openings are filled by the people who need them the most; and
- ✓ Implements strategies to serve the larger population that cannot immediately be assisted with available resource

Dynamic System Management ensures more efficiency:

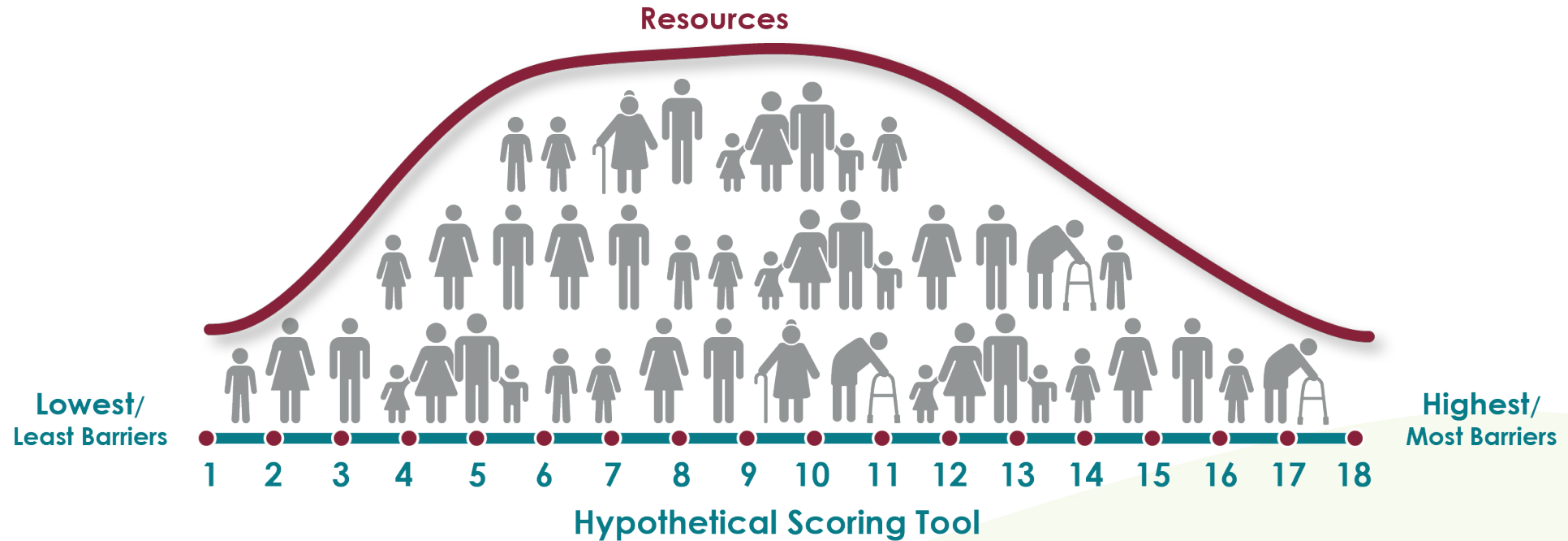
- ✓ All available resources are prioritized to serve the highest need persons first; and
- ✓ Highest need individuals wait no longer than 60 days for permanent housing placement and support services.

What is Dynamic System Management?

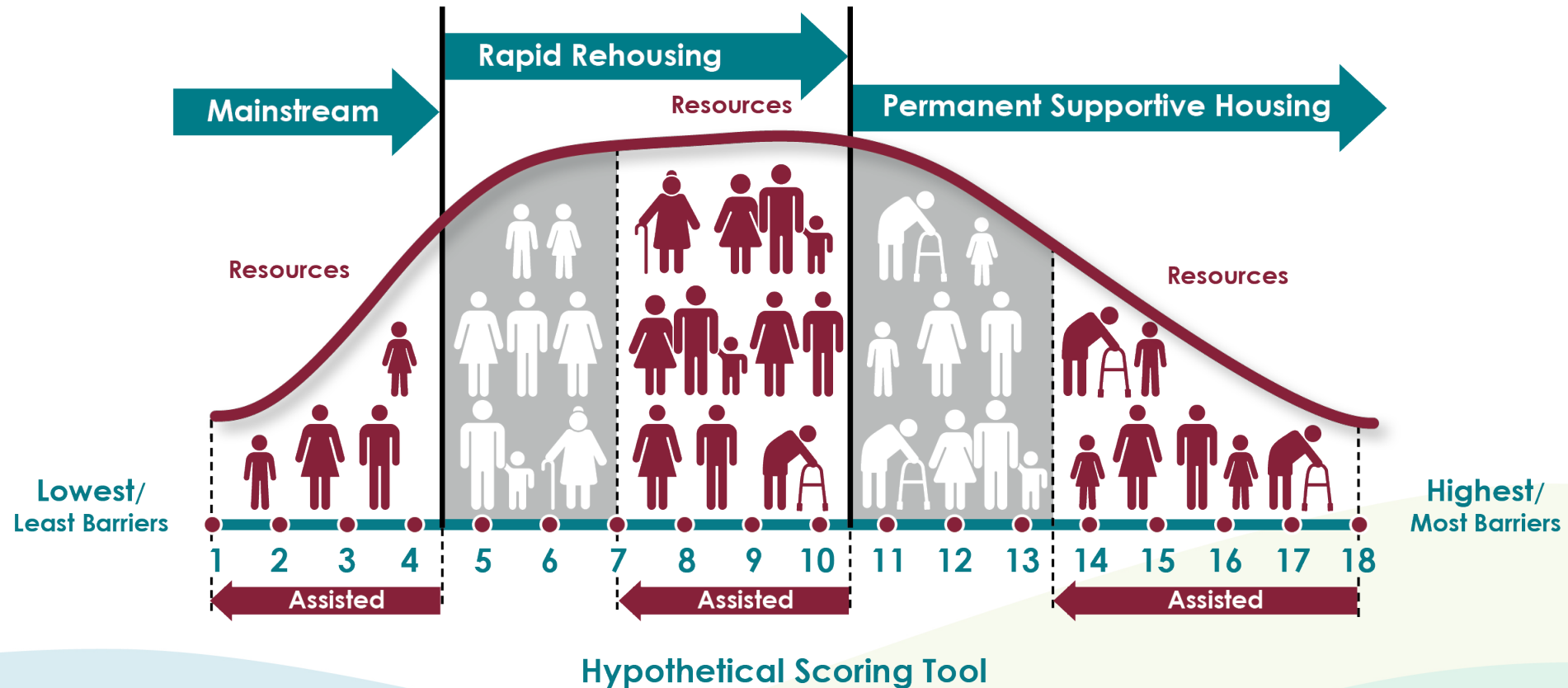
Dynamic System Management continually adjusts a CoCs prioritization list to achieve all of the following system objectives:

1. Most vulnerable persons are prioritized
2. Equity informed housing assistance
3. All available CoC resources are leveraged in most flexible manner possible
4. CoC is working towards continuous improvement of system improvement measures

Sample of Static Prioritization with Scores



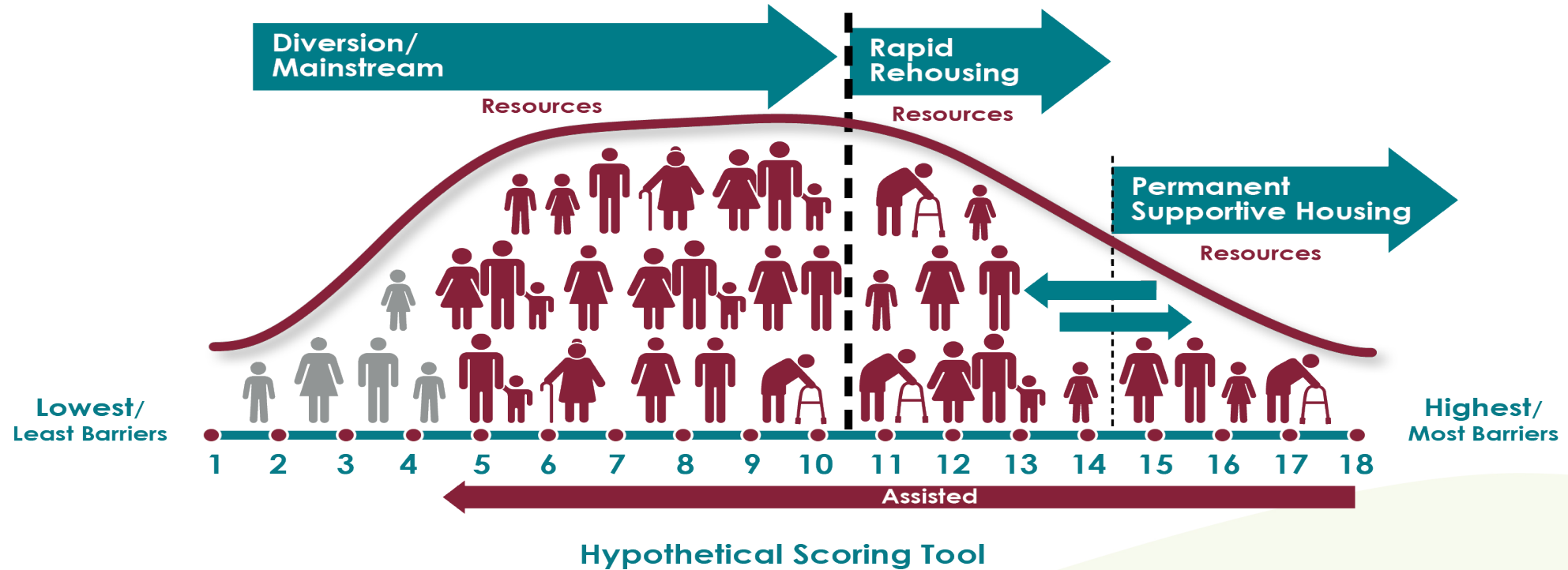
Using Score Ranges with Some Prioritization



Results of Static Prioritization



Result of Dynamic Prioritization



Resources to Excite the CoC Mind

- HUD's CoC Virtual Binders
- Coordinated Entry Policy Brief
- Dynamic System Management Full Presentation

Questions?

What other training needs do you have – use the chat or come off mute