

**Coordination and
Collaboration for
Continuums of Care (CoCs)
and Consolidated Plan
Jurisdictions**

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Strategies For Change

thn.org

Presenters

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Learning Objectives

- Explain at least one purpose for CoCs and Consolidated Plan Jurisdictions to consult and collaborate
- Describe what CoCs and LHCs are
- Compare 1) planning for homeless services and housing with 2) Consolidated Planning
- List five areas where CoCs and Consolidated Plan Jurisdictions can consult and collaborate



Purpose of Collaboration

- To transform the local homeless response into a coordinated system and to ensure communities can successfully reduce the length and extent of homelessness
 - Coordinated Entry
 - Written Standards
 - System-wide performance measurement
 - Strategic resource allocation
- [CoCs and Con Plan Jurisdictions: Collaborating to Reduce Homelessness Video](#) from March 2017



From Consultation to Collaboration

- Coordinated Entry (CE) – a process that assesses people requesting homeless assistance and pairs them with the right kind of assistance in the community's housing crisis response system (HCRS)
- CoC Written Standards and ESG Written Standards – guidelines for prioritizing people for services and housing and ensuring consistency across the HCRS
- System Performance Measures (SPMs) – metrics that indicate how well the HCRS is preventing and ending homelessness
- Strategic resource allocation – allocating and expending resources most efficiently and effectively to achieve common goals for the HCRS



HUD CoC Program

- Purposes:
 - Promote communitywide commitment to the goal of ending homelessness
 - Provide funding for efforts to quickly re-house individuals and families, while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness
 - Promote access to and effective utilization of mainstream programs by homeless individuals and families
 - Optimize self-sufficiency among individuals and families experiencing homelessness



CoC Responsibilities, 24 CFR 578.7

- **Establish a CoC and a CoC Board**
- **CoC Planning**
 - With stakeholders and other planning efforts, coordinate a housing and service system to meet the needs of individuals and families experiencing homelessness in the CoC
 - Plan and conduct a Point-In-Time (PIT) Count, Housing Inventory (HIC), and gaps analysis
 - Develop written standards for homeless assistance and coordinated assessment systems
- **CoC Operations**
 - Establish performance targets, evaluate outcomes, and provide technical assistance
 - Establish and operate a coordinated assessment and housing placement system
 - Develop written standards, policies, and procedures for providing CoC assistance
- **Operating a Homeless Management Information System (HMIS)**
 - Designate an HMIS and an HMIS Lead Agency
 - Ensure projects' consistent participation in HMIS
 - Administer the HMIS in compliance with HUD requirements



CoC Planning, 24 CFR 578.39

- ***In general***

- Designing and carrying out a collaborative process for the development of an application to HUD;
- Evaluating the outcomes of CoC Program- and ESG Program-funded projects; and
- Participating in the consolidated plan(s) for the geographic area(s).

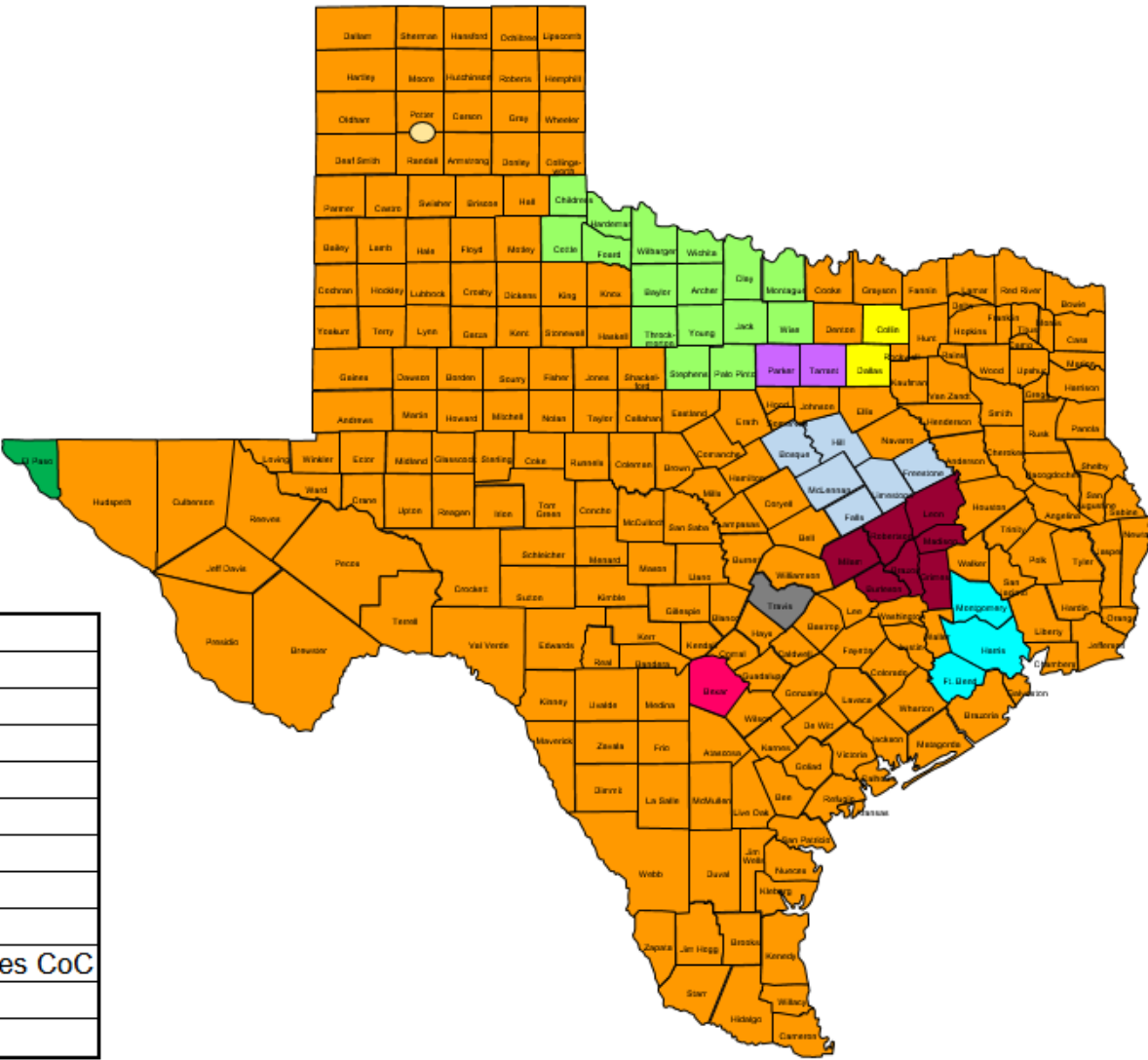
- ***Continuum of Care planning activities***



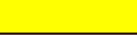








- Developing a communitywide or region-wide process to coordinated homeless services
- Determining the geographic area that the Continuum of Care will serve;
- Developing a Continuum of Care system;
- Evaluating the outcomes of projects for which funds are awarded in the CoC, including ESG
- Participating in the consolidated plan(s) of the jurisdiction(s) in the geographic area; and
- Preparing and submitting an application to HUD on behalf of the entire Continuum of Care membership

- ***Monitoring costs.*** The costs of monitoring recipients and sub recipients and enforcing compliance with program requirements are eligible.



Texas CoCs



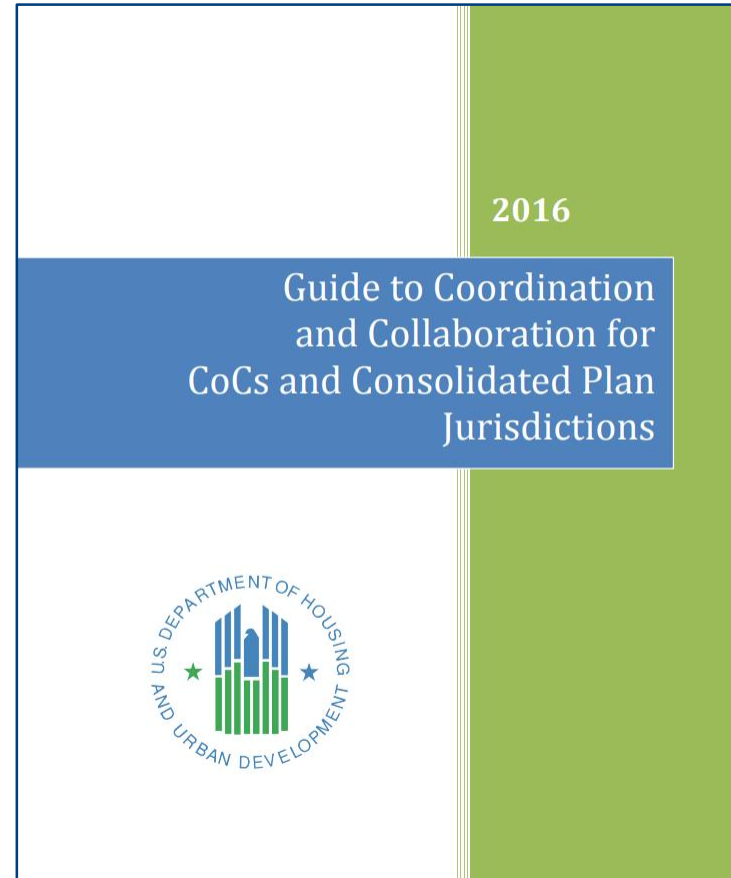
Map Key		
	TX-500	San Antonio/Bexar County CoC
	TX-503	Austin/Travis County CoC
	TX-600	Dallas City & County, Irving CoC
	TX-601	Fort Worth, Arlington/Tarrant County CoC
	TX-603	El Paso City & County CoC
	TX-604	Waco/McLennan County CoC
	TX-607	Texas Balance of State CoC
	TX-611	Amarillo CoC
	TX-624	Wichita Falls/Wise, Palo Pinto, Wichita, Archer Counties CoC
	TX-700	Houston, Pasadena/Harris, Fort Bend Counties CoC
	TX-701	Bryan, College Station/Brazos Valley CoC



Coordination and Collaboration

Guide to Coordination and Collaboration for CoCs and Consolidated Plan Jurisdictions

<https://files.hudexchange.info/resources/documents/Coordination-and-Collaboration-for-CoCs-and-Consolidated-Plan-Jurisdictions.pdf>



Jurisdiction and CoC Collaboration

Consolidated Planning

- Focused on community development
- Jurisdictions consult with CoCs on Con Plan areas related to homelessness
 - Homeless needs assessment
 - Strategy to address homelessness
 - Resource inventory
 - ESG-specific requirements

CoC Planning

- Focused on homelessness
- CoCs provide information and data (PIT, HIC, SPMs) for the Consolidated Plan
- Jurisdictions provide certification of consistency with the Con Plan for CoC Program project applications
- Jurisdictions provide information and data for CoC planning



Jurisdictions and CoCs (cont.)

Con Plan Jurisdictions

CoCs

Areas of Collaboration			
CON PLAN	Homeless Needs Assessment	➔	Provide PIT & HMIS data
	Inventory of Homeless Services & Facilities	➔	Provide HIC data
	Homeless Strategy	➔	Consult
	Annual Action Plan (Homeless Activities)		
	CAPER	➔	Provide relevant data; consult
Certification of Consistency with Con Plan	➔	CoC Application	

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Consultation Topics



Consolidated Plan Consultation

1. Consultation (24 CFR 91.100(a)(2)(i) and 91.110(b)(1)) – Screen PR-10

Describe

- 1) Coordination with CoCs and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness; and
- 2) How the goals of the jurisdiction's strategic plan overlap with the goals of all relevant CoCs' plans.

Coordination with the CoC and Local Homeless Coalitions (LHCs):

1. Consolidated Plan, Action Plan, and CAPER consultation
2. Coordinated Entry
3. Homeless Management Information System (HMIS)
4. Point-In-Time (PIT) Count & Housing Inventory Count (HIC)
5. CoC Written Standards
6. ESG Written Standards

ESG Consultation with the CoC and LHCs:

1. Allocating ESG
2. Developing performance standards
3. Evaluating outcomes
4. Developing funding, policies and procedures for HMIS

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Consolidated Plan Consultation (cont.)

2. Homeless Needs Assessment (24 CFR parts 91.205 and 91.305) – Screens NA-40, NA-10

NA-10:

1. Characteristics and needs of low-income individuals and families who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered
2. Needs of formerly homeless families and individuals who are nearing the termination of rapid re-housing assistance
3. Housing characteristics that have been linked with instability and an increased risk of homelessness

NA-40:

Homeless needs assessment

See [Point-In-Time \(PIT\) Count](#) data.

See data from HMIS--System Performance Measures (SPMs), Annual Performance Reports (APRs), CoC Program-funded rapid re-housing (RRH) data, ESG Program-funded RRH data and Homelessness Prevention data, Coordinated Entry (CE) assessment data (VI-SPDAT and F-VI-SPDAT scores).

See data from mainstream services providers.

For Screen NA-40, some PIT and SPM data can be used to assist with estimating numbers.



Consolidated Plan Consultation (cont.)

3. Housing Needs Assessment (24 CFR 91.205 and 91.305) – Screen NA-10

Other questions in NA-10 about household composition; income level; renter and owner; substandard housing; overcrowded housing; persons with disabilities; victims of domestic violence, dating violence, sexual assault, or stalking; persons at-risk of homelessness

On page 18 of the [Guide](#)

See [Point-In-Time \(PIT\) Count data](#).

Consult with LHCs and other service providers in the community, including mainstream services providers.



Consolidated Plan Consultation (cont.)

4. Housing Market Analysis (24 CFR 91.210 and 91.310) – **Screen MA-30**

Homeless facilities and services and mainstream services to support and complement homeless assistance

On page 19 of the [Guide](#)

See [Housing Inventory Count \(HIC\) data](#)
Consult with LHCs and other service providers in the community.



Consolidated Plan Consultation (cont.)

5. Strategic Plan— Homeless Strategy (24 CFR 91.215(d) and 91.315(d)) – **Screen SP-60**

1. Outreach
2. Addressing emergency and transitional housing needs
3. Helping people transition to permanent housing and independent living
 - 1) shortening length of time homeless
 - 2) facilitating access to affordable housing
 - 3) preventing recurrence of homelessness
4. Helping low-income individuals and families avoid becoming homeless

How will the community address these topics, considering all funding sources and other resources?

Include discussion of Coordinated Entry (CE), homelessness prevention, diversion/rapid resolution, MOUs regarding discharge planning, Public Housing Agencies' (PHAs') homeless preferences or set-asides, after-care services such as case management for housing stabilization.

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Consolidated Plan Consultation (cont.)

6. Strategic Plan— Institutional Structure (24 CFR 91.215(k) and 91.315(k)) – Screen SP-40

1. Institutional structure through which the jurisdiction will carry out its consolidated plan
2. Strengths and Gaps in the Institutional Delivery System
3. Availability of services targeted to homeless persons and persons with HIV and mainstream services
4. How the service delivery system...meets homeless persons' needs
5. Strengths and gaps of the service delivery system for special needs populations and persons experiencing homelessness
6. Summary of the strategy for overcoming gaps in the institutional structure and service delivery system

Consult with LHCs and with Coordinated Entry Planning Entity (CEPE), if Coordinated Entry is operating in the community.

Consult with HIV and mainstream services.

On page 21 of the Guide



Consolidated Plan Consultation (cont.)

7. Strategic Plan—Summary of Coordination (24 CFR 91.215(l) and 91.315(l)) – PR-10

Same as topic 1.

Consult with CoC and LHCs

On page 21 of the [Guide](#)



Consolidated Plan Consultation (cont.)

8. Action Plan—One-year Homelessness Goals and Action Steps (24 CFR parts 91.220(i) and 91.320(h)) – Screens AP-15 and AP-65

AP-15:

Expected resources, leverage and match, publicly owned land or property to address needs

AP-65:

1. Outreach
2. Addressing emergency & transitional housing needs
3. Helping people transition to permanent housing and independent living
 - 1) shortening length of time homeless
 - 2) facilitating access to affordable housing
 - 3) preventing recurrence of homelessness
4. Helping low-income individuals and families avoid becoming homeless

How will the community address these topics, considering all funding sources and other resources?

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Consolidated Plan Consultation (cont.)

9. Action Plan--Program-Specific Requirements -- **Screen AP-90**

1. ESG Written Standards
2. Coordinated Entry
3. Process for making ESG sub-awards
4. Reaching out to and consulting with homeless or formerly homeless persons
5. Performance standards for evaluating ESG

Consult, coordinate, and collaborate with the CoC, LHCs, and persons with lived experience of homelessness on these topics.

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Action Plan Consultation

Checklist of Requirements for the Homelessness Portions of the Consolidated Plan's Annual Action Plan

<https://files.hudexchange.info/resources/documents/ESGActionPlanChecklist.pdf>



Checklist of Requirements for the Homelessness Portions of Consolidated Plan Annual Action Plan

A. BACKGROUND INFORMATION AND GENERAL GUIDANCE

The annual action plan provides a yearly update of jurisdictions' proposed action steps and priorities for the next program year. The recent changes to the consolidated plan regulations introduce a number of new required elements for the annual action plan that are relevant to reducing and ending homelessness. The textbox below contains a brief outline of the complete annual action plan with the expanded homelessness-related sections, which are the main focus of this checklist, in bold.

<u>Action Plan Outline</u>	
a)	SF-424
b)	Executive Summary
	1) Objectives & Outcomes
	2) Evaluation of Past Performance
	3) Summary of Citizen Participation & Consultation Process
	4) Summary of Comments or Views
	5) Summary of Comments or Views Not Accepted & Reasons Therefor
c)	Resources and Objectives
	1) Federal Resources
	2) Other Resources
	3) Annual Objectives
d)	Activities to be Undertaken
e)	Outcome Measures
f)	Geographic Distribution
g)	Affordable Housing One-Year Goals
h)	Public Housing
i)	Homeless & Other Special Needs Activities
	1) One-Year Goals & Action Steps
	i. Outreach
	ii. Emergency Shelter & Transitional Housing Needs
	iii. Transition to Permanent Housing & Independent Living
	iv. Prevention Among Individuals & Families:
	A. Being Discharged from Publicly-funded Institutions
	B. Receiving Assistance from Public & Private Agencies
	2) Activities Addressing Housing & Supportive Service Needs of Persons with Special Needs
j)	Barriers to Affordable Housing
k)	Other Actions
l)	Program Specific Requirements for ESG
	1) Written Standards
	2) Description of CoC
	3) Process for Making Subawards
	4) Homeless Participation Requirement
	5) Performance Standards
	6) Consultation with CoC

Action Plan Consultation (cont.)

1. Consultation – 91.100, 91.200(b), 91.215(l) – **Screen AP-10**

Coordination
and
consultation
with the CoC

1. Consolidated Plan, Action Plan, and CAPER consultation
2. Coordinated Entry
3. Homeless Management Information System (HMIS)
4. Point-In-Time (PIT) Count & Housing Inventory Count (HIC)
5. CoC Written Standards
6. ESG Written Standards

ESG Consultation with the CoC and LHCs:

1. Allocating ESG
2. Developing performance standards
3. Evaluating outcomes
4. Developing funding, policies and procedures for HMIS



On page 5 of the [Checklist](#)

Action Plan Consultation (cont.)

2. Affordable Housing – 91.220(g): homeless – **Screen AP-55**

One-year goals for the number of homeless, non-homeless, and special-needs households to be provided affordable housing...The term affordable housing shall be as defined in 24 CFR 92.252 for rental housing and 24 CFR 92.254 for homeownership.

1. Using CDBG funds to address homelessness, at <https://www.hudexchange.info/resource/2696/notice-cpd-03-14-using-cdbg-funds-homelessness/>
2. Using HOME funds to address homelessness, at <https://www.hudexchange.info/resource/2695/notice-cpd-03-08-using-home-funds-homelessness/> for building, buying, and/or rehabilitating affordable housing for rent or homeownership and providing tenant-based rental assistance (TBRA) that can pay for rent and security deposits



Not in Checklist

Action Plan Consultation (cont.)

3. Homeless and Other Special Needs Activities – 91.220(i) – **Screen AP-65**

1. One-Year Goals and Action Steps
 - a) Outreach
 - b) Emergency shelter and transitional housing
 - c) Transition to permanent housing and independent living
 - d) Homelessness prevention
2. Activities addressing housing and supportive service needs of persons with special needs

Even if the jurisdiction does not receive ESG funds, describe the Homeless Activities.



On pages 2-3 of the [Checklist](#)

Action Plan Consultation (cont.)

4. Program-Specific Requirements for ESG– Screen AP-90

- Written Standards
- Description of CoC
- Process for Making Sub-awards
- Homeless Participation Requirement
- Performance Standards
- Consultation with CoC

Consult with the CoC and LHCs.



On pages 3-6 of the [Checklist](#)

CAPER Consultation

1. Affordable Housing, 24 CFR 91.520(b) – **Screen CR-20**

Number of homeless persons served

Jurisdiction and CoC can discuss the jurisdiction's assessment of its performance

On page 22 of the [Guide](#)



CAPER Consultation (cont.)

2. Homelessness, 24 CFR 91.520(c) – Screen CR-25

1. Progress in meeting specific objectives for reducing and ending homelessness as established in the Con Plan, and if applicable, the CoC plan
 - a) Outreach
 - b) Emergency shelter and transitional housing
 - c) Transition to permanent housing and independent living
 - d) Homelessness prevention
2. Any barriers that have had a negative impact on progress
3. Any new Federal resources obtained during the year from the CoC Program

Consult with
CoC and LHCs

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ESG Recipients and CoCs



Purposes of Collaboration for ESG Recipients and CoCs

- “...to ensure the recipients effectively strategize about the systems of assistance needed to address homelessness and how their respective funding streams can support provision of that assistance” (p. 3)
- “...align their written standards to ensure all populations eligible for assistance...are assessed and prioritized for assistance as consistently as possible.” (p. 6)
- “...to ensure that the recipients of HUD homeless grants are investing in the homeless assistance system in coordinated ways and not duplicating funding, thereby supporting the same goals and leveraging results.” (p. 8)
- “By analyzing how these outcomes relate to system-wide performance and funding considerations, the CoC can identify the broader implications of the outcomes generated by ESG recipients and subrecipients.” (p. 9)
- “...to improve consistency in service delivery, allocation decisions, data collection, and community-level alignment with respect to priority populations. Additional collaboration can also ensure that homeless systems are operating effectively relative to HUD-defined system-level performance measures” (p. 11)



ESG Recipient and CoC Collaboration

Consolidated Planning

- Recipients consult with CoCs on ESG planning and reporting
 - Allocation
 - Written Standards
 - Performance Standards
 - Outcomes
- Recipients consult on developing funding, policies, and procedures for HMIS

CoC Planning

- CoCs establish CoC Written Standards with input from ESG Recipients
- CoCs establish a Coordinated Entry System that ESG Recipients and subrecipients use
- Optional areas: system planning, discharge planning, defining “at risk of homelessness”



On pages 3-11 of the Guide

Between CoCs and ESG Recipients

Con Plan Jurisdictions

CoCs

Areas of Collaboration			
ACTION PLAN	Allocation of ESG funds	➔	Consult
	Developing ESG Written Standards		
	Developing ESG Performance Standards		
	Evaluating ESG Outcomes		
	HMIS (developing funding, policies & procedures)		
Consult		➔	Establish CoC Written Standards
Use system; ensure screening, assessment, referrals are consistent with ESG written standards		➔	Establish Coordinated Entry System

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Action Plan Consultation (cont.)

4. Program-Specific Requirements for ESG– Screen AP-90

- Written Standards
- Description of CoC
- Process for Making Sub-awards
- Homeless Participation Requirement
- Performance Standards
- Consultation with CoC

Consult with the CoC and LHCs.



Putting Ideas into Action

- Coordinated Entry – a system that assesses people requesting homeless assistance and pairs them with the right kind of assistance in the community's housing crisis response system (HCRS)
- CoC Written Standards and ESG Written Standards – guidelines for prioritizing people for services and housing and ensuring consistency across the HCRS
- System Performance Measures (SPMs) – metrics that indicate how well the HCRS is preventing and ending homelessness
- Strategic resource allocation – allocating and expending resources most efficiently and effectively to achieve common goals for the HCRS



Additional Information



Strategies for Effective Collaboration

- Assess current relationships
- Identify the goals and objectives of collaboration
- Ensure that the appropriate stakeholders are at the table
- Encourage meaningful participation
- Identify and pursue best mechanisms for collaboration
 - Strengths and considerations of four approaches

On pages 23-27 of the [Guide](#)



Potential Challenges and Solutions

- Identifying all the relevant stakeholders
- Disagreement between State and local government planning goals and CoC planning priorities
- Different perspectives in approaches to ending homelessness
- Collaboration with several governments
- Limited understanding of ESG and CoC Program regulations
- Lack of familiarity or interaction between CoC and ESG stakeholders
- Stakeholders' variable understanding and/or capacity
- Staff Turnover

On pages 28-29 of the [Guide](#)



BoS CoC Challenge and Solutions

- Planning and collaboration in large Balance of State CoCs

“If regional planning groups exist within the Balance of State CoC, they should be engaged in the collaboration process. In the absence of such groups, solicit input from agencies across the state to identify similar and unique needs. Consider subdividing planning into smaller regions that better reflect the service systems that operate within the geographic area served by the CoC, or similarly by a large Con Plan jurisdiction.”

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Additional Resources on HUD Exchange


- [CoCs and Consolidated Plan Jurisdictions: Coordination and Collaboration \(video\)](#) from March 2016
- [ESG and Consolidated Plan Conforming Amendments: An Overview of Changes](#) from April 2015
- [Emergency Solutions Grants State Recipient Consultation with Continuums of Care](#) from September 2012




United States Interagency Council on Homelessness (USICH)

- *Home, Together: The Federal Strategic Plan to Prevent and End Homelessness*
- Home. Because we know that the only true end to homelessness is a safe and stable place to call home.
- Together. Because the causes of homelessness are complex, and the solutions are going to take all of us working together, doing our parts, strengthening our communities.

The USICH leads national efforts to prevent and end homelessness in America. We drive action among the 19 federal member agencies that comprise our Council and foster the efficient use of resources in support of best practices at every level of government and with the private sector.



Home, Together:
THE FEDERAL STRATEGIC PLAN TO
PREVENT AND END HOMELESSNESS



<https://www.usich.gov/home-together/>

Home, Together: Ensure Homelessness is a Rare Experience

- Objective 1.2: Increase Capacity and Strengthen Practices to Prevent Housing Crises and Homelessness
- Reduce the prevalence of risk of housing crises.
 - a. Promote development of an expanded supply of safe and affordable rental homes through federal, state, and local efforts and investments.
 - b. Improve access to federally funded housing assistance by eliminating administrative barriers and encouraging targeting and prioritization of affordable housing to people experiencing homelessness in a community and/or to populations that are especially vulnerable to homelessness. (p. 13-14)



Home, Together: Ensure Homelessness is a Brief Experience

- Objective 2.4: Assist People to Move Swiftly into Permanent Housing with Appropriate and Person-Centered Services
- Expand access to new and existing affordable housing for people experiencing homelessness.
 - a. Support communities to expand the supply and increase access to rental housing subsidies and other affordable housing options for individuals and families experiencing or most at risk of homelessness. These efforts will include:
 - Supporting states and communities to better target and align rental assistance and capital financing sources to support new construction and rehabilitation of affordable housing units that can be effectively accessed by people exiting homelessness. (p. 22)



Texas Homeless Network (THN)

- Non-profit membership-based organization helping communities strategically plan and build systems to prevent and end homelessness
- Focus areas: education, resources, and advocacy
- Serves as the lead agency for the Texas Balance of State Continuum of Care (TX BoS CoC)
- Mission: We lead Texas communities to make homelessness rare, brief, and non-recurring.



Continuum of Care (CoC)

- The group organized to carry out the responsibilities required under the CoC Program for a defined geographic area.
 - The CoC Program is administered by the U.S. Department of Housing and Urban Development (HUD).
 - CoC Program Interim Rule: 24 CFR Part 578
 - The McKinney-Vento Homeless Assistance Act As Amended by S. 896 HEARTH Act of 2009 codifies into law the CoC planning process.
- A geographic area in which people coordinate a Housing Crisis Response System



HEARTH Act Performance Measures

- Overall reduction in number of persons who experience homelessness
- Reduction in first-time homelessness (prevention)
- Length of time homeless
- Subsequent return to homelessness
- Access/coverage (reaching all persons who are in homeless situations)
- Employment and income growth for persons who are in homeless situations



Purposes of Collaboration for Jurisdictions and CoCs

- “...to focus local, State, and Federal attention and resources on resolving the housing needs of those who are homeless or at risk of homelessness within the context of all services and supports available to a jurisdiction.” (p. 12)
- “...ensure that the CoC’s plan to prevent and end homelessness, and thus the projects it funds, is consistent with the Con Plan. Additionally, consideration of the priorities set forth in the Con Plan for the jurisdiction could inform the CoCs’ ranking and selection process of project applications...” (p. 15)
- “...ensure the Con Plan jurisdiction(s) set priorities informed by a CoC’s understanding of need.” (p. 15)
- “By helping these stakeholders maintain consistency in their focus and target resources in complementary ways, collaboration can improve how effectively CoCs and Con Plan jurisdictions meet their program goals.” (p. 16)

