

# 2016 HUD CoC NOFA Process Debrief Session

Oakland City Hall, Hearing Room 3

February 28, 2017

1pm-3:30pm



**EveryOneHome**

Ending Homelessness  
in Alameda County

# Agenda

1. Welcome and Introductions
2. Overview of the 2016 Process
  - a. Strategic Direction from HUD CoC
  - b. NOFA Committee Implementation
  - c. Changes to Local Application
3. Local and National Results
4. Feedback on the 2016 Process
  - a. Themes
  - b. Looking Ahead
5. Discussion and Closing Remarks

# **OVERVIEW OF THE 2016 PROCESS**

# Overview of the 2016 Process:

## Guiding Principles

The Guiding Principles were established by the Community in the 2013 funding round, and reaffirmed and updated by the HUD CoC Committee in 2016.

- ▶ Maximize the resources available to community
- ▶ Package submitted will align with HUD priorities in order to meet local needs
- ▶ Prioritize ensuring existing residential capacity and housing stability is maintained systemwide
- ▶ Keep the renewal process as simple as possible
- ▶ Continue to emphasize project performance and the submission of projects that will meet HUD's thresholds
- ▶ Support individual projects seeking to reallocate or reclassify where relevant
- ▶ Facilitate a clear, fair and transparent local process

# Overview of the 2016 Process: Committee and Staff Roles and Responsibilities

EveryOne Home	HCD	HUD CoC Committee	NOFA Committee
Provide analysis of HUD Communications	Assist with analysis of HUD communications	Attend input sessions and Bidder's Conferences	Attend input sessions and Bidder's Conferences
Manage logistics and support of the HUD CoC and HUD NOFA Committees	Work in partnership with EH staff to complete the Consolidated Application	Convert feedback from input sessions into community priorities	Convert strategies determined by HUD CoC into viable scoring criteria and applications
Facilitate local process, including scheduling and convening of community meetings	Submit complete application to HUD at or prior to due date through e-snaps.	Work with EH staff to refine community strategies and priorities	Score narrative sections and backup documentation of local applications
Work with the NOFA Committee to develop the local application.	Work on the GIW and communications with projects about e-snaps apps.	Give guidance to the NOFA Committee based on recommended strategies.	Rate and rank local applications and determine final rank list.
scoring objective elements of local application and working w/ HCD on Consolidated App.			
Community Communication (FAQs, posting application items on website)			

# Overview of the 2016 Process: Strategic Direction

Strategic direction for the 2016 process was determined by the HUD CoC Committee after taking the following steps:

- ▶ Reviewing the Notice of Funding Availability (NOFA) issued 6/28/16: <https://www.hudexchange.info/resources/documents/FY-2016-CoC-Program-NOFA.pdf>
- ▶ Reviewing Alameda County's scores and HUD's feedback on the 2015 applications
- ▶ Soliciting community input at two open meetings (6/21/16 and 7/7/16) attended by 45 stakeholders in total
- ▶ Conducting an anonymous online survey, which was completed by 36 respondents

# Overview of the 2016 Process: Strategic Direction from HUD CoC

Specific 2016 Strategic Recommendations from the HUD CoC Committee as informed by community input process:

1. Support Strategic Reallocation
2. Invite a proposal for Coordinated Entry
3. Ensure local scoring values general TH projects which are in line with continuum principles and which improve continuum performance, allowing them to rank competitively.
4. Rank both new and renewing projects together, and protect existing residential capacity in scoring and ranking (allow new projects into Tier 1).

# Overview of the 2016 Process: Strategic Direction - NOFA Committee Implementation

In an effort to meet the direction from the HUD CoC Committee, and submit a competitive CoC application, the HUD NOFA Committee implemented the following in the 2016 local process:

1. invited voluntary reallocation or negotiated reallocation w/ local funders, established minimum score for inclusion, and;
2. did not invite applications from any SSO project not tied to CES.
3. Invited a proposal for a Coordinated Entry System.
4. Shifted weight of scoring for Primary Activity Type to enable TH projects which met continuum principles and improved system performance to be competitive.
5. Added new criteria for scoring grant management performance.
6. Allowed for new and bonus projects to be ranked in Tier 1 with renewals

# Overview of 2016 Process: Changes to the Local Application

## Additional Documentation

Backup Documentation (particularly for the Housing First Principle narrative)

## Added Criteria

Reports and Invoicing (8 pts)

Proof of Eligibility (5 pts)

Utilization (5 pts)

Cost Effectiveness (5 pts)

## Omitted Criteria

Completeness

Leverage

# Overview of 2016 Process: Changes to the Local Application

Metric	2015 Value	2016 Value	Total difference (+ / -)
Activity Type	16	5	- 11
HUD Priorities	8	10	+ 2
Housing First	6	10	+ 4
Outcome Performance	38	32	-6
Spending	12	5	- 7
Quality Assurance	12	7	- 5
Fiscal Management	Had been in QA	4	+4



# Local and National Results

# Local and National Results:

## Outcomes and Analysis Results of Local Process

The local process completed with a total of 49 projects.

- 44 projects fully in Tier 1

- One project straddled the line of Tier 1 and Tier 2

- Four projects fully in Tier 2, including the bonus and CES projects.

Total 2016 funding request = \$29,583,325

Total 2016 Funding Award = \$33,998,867 (total includes the CoC Planning Grant)

All renewal projects (including the CoC Planning Project) and the CES application were funded either in full, for more than the amount requested.

The bonus project was not awarded.

One SSO Project not tied to CES was not submitted with the 2016 package.

# Local and National Results:

## Rationale for Changes

Metric	Rationale for Change / Impact of Changes
Activity Type	<ul style="list-style-type: none"> <li>• HUD lowered the value of this metric in its scoring and reduced the difference between PH and TH maximum scores</li> </ul>
HUD Priorities	<ul style="list-style-type: none"> <li>• Gave points for severity of need including projects taking people from the streets or vets or persons fleeing violence and trafficking</li> </ul>
Outcome Performance	<ul style="list-style-type: none"> <li>• Reduced the overall points for this to include other things HUD listed as criteria it wanted used</li> </ul>
Spending	<ul style="list-style-type: none"> <li>• A community strategy needs to be developed to address effectively</li> <li>• Change helped projects which were struggling with spending issues</li> </ul>
Adding Cost Effectiveness, Utilization, Reports and Invoicing, Eligibility	<ul style="list-style-type: none"> <li>• All objective criteria HUD explicitly stated it wanted communities to use in evaluating projects</li> </ul>
Completeness	<ul style="list-style-type: none"> <li>• Has not generally been an issue</li> <li>• Points reassigned to reflect other priorities and metric omitted</li> </ul>
Leverage	<ul style="list-style-type: none"> <li>• HUD had eliminated scoring Leverage and it is not a performance based metric. Omitted.</li> </ul>

# Local and National Results: Impact of Changes

- ▶ Primary Activity Type
  - ▶ PSH and RRH projects had an 11 point reduction in points they earned automatically for type.
  - ▶ Functioned to level scoring between project types, allowing TH projects to score competitively.
  - ▶ All but one project which dropped 10 or more rank places were PSH or RRH, and no longer received these points.
- ▶ Using a Housing First Approach
  - ▶ No project earned full points on this metric in 2016.
  - ▶ Backup documentation on this issue was required for the first time in 2016.
  - ▶ Even with a strong narrative, if backup documentation did not support claims, projects lost points on this metric.
  - ▶ Projects varied widely in scores, but high scoring projects still scored low in this metric and vice versa. Overall, it had a small impact on scoring.

# Local and National Results: Impact of Changes

## ▶ Cost Effectiveness

- ▶ Specifically mentioned by HUD as a priority; “CoCs should use objective, performance based scoring criteria and selection [and] should consider how much each project spends to serve and house an individual or family as compared to other projects serving similar populations.” (2016 HUD CoC NOFA, II.A.2.a, p. 8)
- ▶ Measure is meant to show the effective use of HUD funds.
- ▶ Only two projects scored 2-3 points on this metric. It had only a small impact on a couple of projects.

# Local and National Results: Impact of Changes

## Reports and Invoicing

- ▶ “HUD reserves the right to deny the funding request for a new project, if the ...existing recipient...does not routinely draw down funds from eLOCCS at least once per quarter. Additionally, HUD reserves the right to withdraw funds if no APR is submitted on the prior grant.” (2016 HUD CoC NOFA, V.C.G2.C.5c p. 26)
- ▶ NOFA identifies this metric as a HUD threshold requirement for all renewing projects.
- ▶ The metric did impact scores of projects, particularly those which earned full points. Of the bottom 10 projects, four earned 0 points.

# Local and National Results: Impact of Changes

## ▶ Utilization

- ▶ “To receive maximum points, the CoC must have monitored the renewing project applicants and projects for utilization rates,” (VII.A.2d pg. 36)
- ▶ Ensures that projects are meeting both client and system needs.
- ▶ Of the eight lowest performing projects, seven scored full points on this metric. It did not account for a large shift or swing in scoring overall.

## ▶ Quality Assurance:

- ▶ Of projects in the lowest 10 rank spots, three scored less than six (6) points (total points available = 7)
- ▶ Projects at a variety of rank spaces (top, middle, and low) scored medium to low points on this metric.
- ▶ This metric was not a driver in a project scoring low in the final rank order.

# Local and National Results: HUD Process

- ▶ HUD hosted a debrief of the overall national process on February 7, 2017. The SNAPS office commented on national trends and amounts, which are mentioned for the remainder of this section:
  - ▶ The total amount awarded nationally = \$1.95 billion.
  - ▶ \$124 million went to new PSH and RRH through reallocation and bonus processes
  - ▶ TH projects were awarded \$107 million, approx. \$66 million less than allocated in 2015. 90% of that reduction was done at the CoC level.
  - ▶ Tier 1 = 93% of CoC ARDs
  - ▶ 5.8% of funds were for reallocated projects.
  - ▶ Despite advocacy already underway from other communities, reallocation is not going away. HUD has encouraged CoCs to continue reallocating even high performers.

# Local and National Results: HUD Process

HUD Priorities	
Create a Systematic Response to Homelessness	Strategies to allocate resources
End Chronic Homelessness	End Family Homelessness
End Youth Homelessness	End Veteran Homelessness
Housing First Principle	

- ▶ CoCs that did well reallocated lower performing projects, used performance criteria, used housing first principles, reduced homelessness, increased PH units
- ▶ CoCs that did poorly had increases in homelessness, and no increases to units for PSH dedicated to chronically homeless or less RRH units.

# Local and National Results: HUD Process

- ▶ Overall a bigger reduction in homelessness nationwide by about 15K people.
- ▶ HUD has indicated that TH is not being phased out completely. The specific TH types mentioned: TAY, DV, and Recovery Programs. Housing 1<sup>st</sup> will be a big part of TH projects continuing to be funded.

# Local and National Results: HUD Process

Lowest CoC Score = 79 points

Highest CoC Score = 187.75

Weighted Mean = 160.7

Alameda County Score = 159.25

Grants for Residential Programs are serving 14.8% more households per dollar than in 2014.

22.5% more households were served with residential programs over the last two years.

# Local and National Results: HUD Process

The chart below shows scoring on questions pertaining to the Continuum of Care Project Review, Rating and Ranking, and Selection. The two relevant questions between 2015 and 2016 are identical in the Consolidated Application. For additional context, please see the HUD Scoring Crosswalk documents for both years, available on the EveryOne Home website.

Metric	Application Questions	2015 Score	2016 Score
Continuum of Care Project Review, Ranking and Selection	1F-2	5 of 10	10 of 10
	1F-2a	1.5 of 3	4 of 4

# Local and National Results:

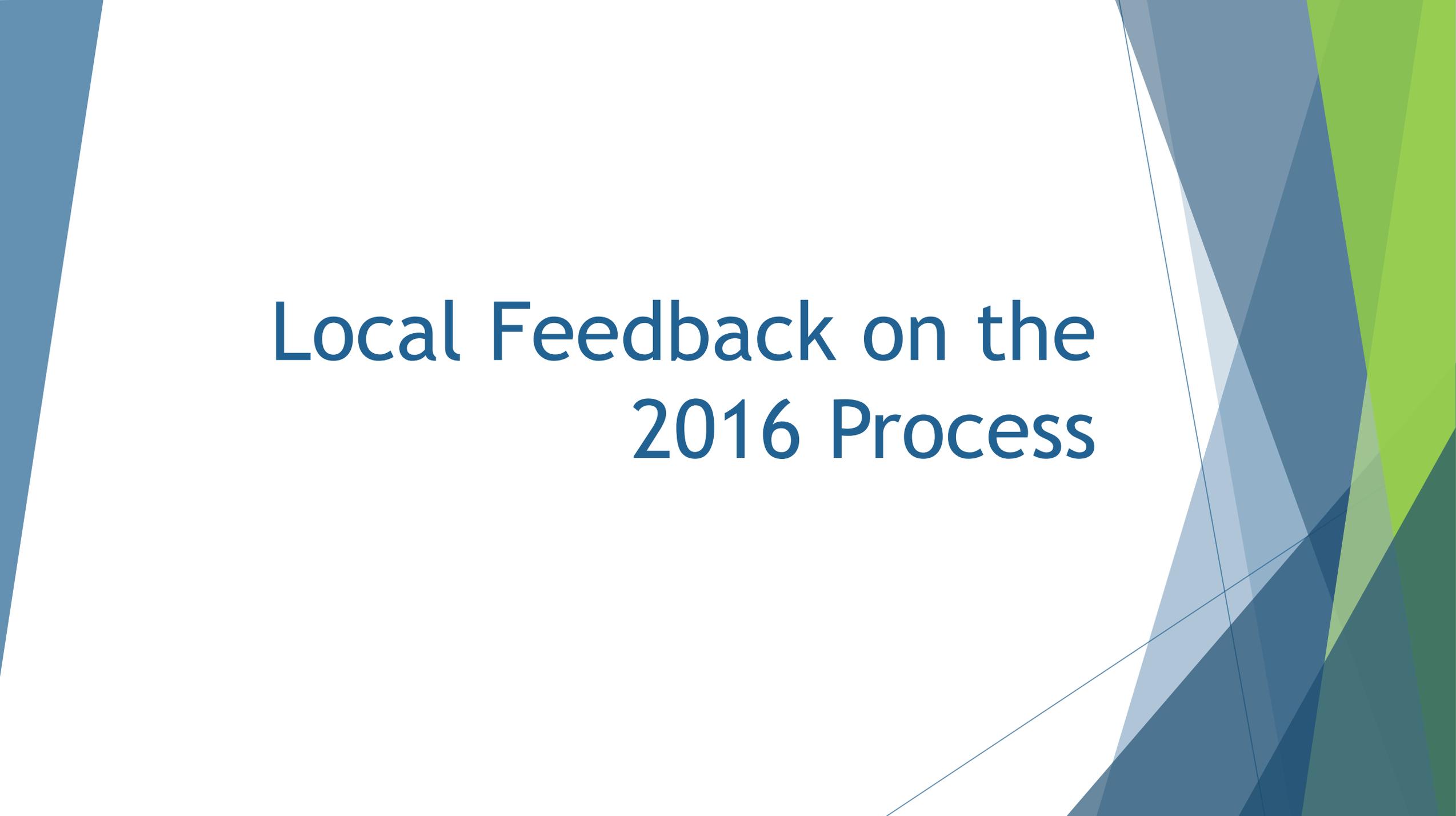
## Key Conclusions / Observations

- ▶ Nine projects saw an increase in rank by 10 spaces or more. Of those, nine were in Tier 2 in 2015 and moved to Tier 1 in 2016.
- ▶ Nine projects saw a drop in rank of 10 places or more. Of those projects, only 2.5 were in Tier 2 in 2016 (one project straddled the line). All projects were funded.
- ▶ Primary Activity Type decreasing by 11 points was a factor for all projects that dropped 10 or more points in rank between 2015 / 2016.
- ▶ Of the projects that dropped more than 10 rank places between 2015 / 2016, seven of eight had zero points in at least one or more performance outcome category questions.
- ▶ 49 projects scored between 64 and 97.2 points. While projects dropped in ranking, their score may not have changed substantially between the years.

# Local and National Results:

## Key Conclusions

- ▶ HUD released CoC Application scores on 2/8/17. Alameda County got the same overall score as 2015 (159.25 points)
  - ▶ Lost points in system performance in 2016
  - ▶ Gained full points for our local rating and ranking criteria and process
- ▶ Despite the local competition being particularly challenging in 2016, Alameda held ground in the national competition by submitting an extremely competitive package. In the changes made to our local process, Alameda County earned full points on this metric (Structure of Governance).
- ▶ While Alameda County's strategy with our local process was successful, the majority of lost points were in the System Performance category. The HUD CoC Committee, and Community will need to focus on our performance as a system, which will be a topic of discussion in coming months as planning for the 2017 process begins.



# Local Feedback on the 2016 Process

# Local Feedback on the 2016 Process

## Themes

In September, EveryOne Home released a survey for the community to provide feedback on the 2016 local process. Major themes from that feedback are in the box below, with in depth descriptions in the following slides.

Timing	Versions and Releases
Attachments	Ranking and Appeals
Transparency	FAQ Period
Other CoC's Local Processes	

# Local Feedback on the 2016 Process: Timing and Other CoC Processes

## Timing:

- ▶ Community members felt that there was not enough lead up time or actual time for the NOFA process.
- ▶ Unfortunately, HUD's schedule for release of the NOFA is not always known, and once released, the timeline is theirs as is the application deadline. Alameda County will be shifting to a year round monitoring process which will alleviate some of the pressure in the timeline.
- ▶ In its 2016 process debrief webinar, HUD did indicate that they are hoping to provide communities more time with the NOFA (between 90-120 days).

## Other CoC Processes:

- ▶ Feedback indicated an interest in the HUD CoC Committee reviewing the rating and ranking procedures of neighboring CoC's which may have an easier and more accessible process.
- ▶ The HUD CoC Committee agrees with that recommendation and will ask the NOFA Committee and staff to implement it.

# Local Feedback on the 2016 Process: Versions and Releases and Attachments

## Versions and Releases:

- ▶ Survey Respondents expressed frustration with an updated version of the local application being released so late in the process.
- ▶ EveryOne Home and the NOFA Committee will work to have a single application with no updates or additions in the upcoming round.

## Attachments:

- ▶ Community Members felt frustration at the large volume of attachments now required for the NOFA process.
- ▶ The NOFA Committee felt that this was an accurate way to capture community commitments to the Housing First principles, and to fulfil scoring on metrics HUD specifically mentions as priorities, such as eLOCCS draws, reports, and audits.
- ▶ The monitoring capacity added with the CoC grant may allow these documents to be reviewed through monitoring rather than submitted at NOFA time.

# Local Feedback on the 2016 Process: Ranking and Appeals

- ▶ Rating and Ranking
  - ▶ Feedback from several sources indicated a displeasure and concern about the shifts in projects' ranks and scores for the 2016 process.
  - ▶ As a community, Alameda County made a decision to tie scores to rank - this does not need to be the case and changing this dynamic can be explored again. Additional comment on this issue can be found at various points in this presentation.
- ▶ Appeals
  - ▶ Feedback requested that the appeals process be published as part of the application process and allow for Tier 1 projects to appeal their scores.
  - ▶ The appeals process will be published with the application. The NOFA Committee determined that any project scoring in Tier 1 would not be appealable, since funding was guaranteed. All projects, regardless of rank, would be allowed to view their individual scores and committee comments upon request.

# Local Feedback on the 2016 Process: Transparency and FAQs

- ▶ Transparency:
  - ▶ It was articulated in the survey that some community members had concerns about the level of transparency in the NOFA process.
  - ▶ Unfortunately, community members cannot participate in the NOFA process at all levels due to conflicts of interest. EveryOne Home has taken steps to further clarify the roles between the HUD CoC and HUD NOFA committees, and ensuring members of those committees are part of community discussions at every step.
- ▶ FAQs
  - ▶ There was a general sentiment of wanting for a longer FAQ process, preferably one that covered the entire process, with more frequent updates than those once per week.
  - ▶ EveryOne Home staff, and the HUD CoC and NOFA Committees will explore the capacity required to facilitate a more robust FAQ period and implement in the 2017 round if this is feasible.

# Looking Ahead: 2017 Process and Beyond

- ▶ The community will move to a year round monitoring schedule, allowing for review of performance and back up documentation ahead of time.
- ▶ The EveryOne Home Project Monitor position will begin in 2017 (once under contract with HUD for the CoC Planning Grant awarded in 2015).
- ▶ In its debrief webinar, HUD indicated the Registration Notice will be released soon (late February or early March). HUD is attempting to get back onto a consistent timeline:
  - ▶ NOFA released in May
  - ▶ Process closes in August
  - ▶ Project awards released in December
  - ▶ Process will be longer than last year - between 90 - 120 days
- ▶ The HUD CoC Committee will be seating the 2017 NOFA Committee. If you are interested, please download an application online at: <http://tinyurl.com/zgwr3my> and submit it via email to [info@everyonehome.org](mailto:info@everyonehome.org)



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