

2017 HUD CoC NOFA Debrief Input Session

Oakland City Hall, Public Hearing Room 3

February 27, 2018

1pm-3:30pm



EveryOneHome

Ending Homelessness
in Alameda County

Agenda

1. Welcome and Introductions - Agenda
2. 2017 NOFA Local and National results: Brief Overview
3. 2017 NOFA Process
 1. Overview
 2. Feedback
4. Looking Ahead: New and Proposed 2018 NOFA Local Renewal Review Process
5. Community Input
6. Next Steps and Wrap Up

The background features abstract geometric shapes in various shades of blue and green, primarily on the left and right sides, framing the central text. The shapes are layered and semi-transparent, creating a modern, dynamic look.

2017 Local and National Results: Brief Overview

Local and National Results:

Outcomes Results of Local Process

- The 2017 ALCO local process completed with a total of 50 projects.
 - 45 projects fully in Tier 1
 - 1 project straddled the line of Tier 1 and Tier 2
 - 4 projects fully in Tier 2, including 2 renewals and 2 new
- Total 2017 ALCO funding request = \$35,839,404
- On January 11, 2018, HUD announced the 2017 Continuum of Care competition funding awards. ALCO was awarded a total of \$35,327,971 for its combined Tier 1, Tier 2, Coordinated Entry, and CoC planning projects.

Local and National Results:

Outcomes Results of Local Process

- We received the third largest award in California, after Los Angeles (\$109,398,295) and San Francisco CoCs awards (\$41,476,960).
- On February 14th, HUD responded to EOH that CoC full debriefings will be available to CoCs after the final funding announcement for all CoCs. HUD anticipates this debriefing won't be available until Spring of 2018.
- EOH Staff will include HUD CoC Full debriefing and analysis prior to Bidder's Conference in late Spring/early Summer.

Local and National Results:

Outcomes Results of Local Process

- **All renewals funded including Tier 2 projects, except for one.** Redwood Hills, a 28-unit affordable family housing project under development (six PSH units under this grant) ranked at the bottom of Tier 2 and was not renewed by HUD. HMIS, Coordinated Entry, and the CoC Planning grant were awarded.
- **Renewal rental assistance projects were increased by a combined total of \$1,484,942, due to HUD's FMR adjustments.**

Local and National Results:

Outcomes Results of Local Process

- **Two traditional TH projects which proposed reallocation as TH-RRH projects** were awarded: City of Oakland's Matilda Cleveland and Families in Transition. These will be our first TH-RRH Joint Component projects, and will add rapid rehousing slots to our continuum.
- **Bonus Projects were not funded.** Two new projects proposed by the City of Berkeley, Pathway Bridges (a proposed new TH-RRH project) and Coach Expansion (new PSH expansion), were not funded in this round.

The background features abstract geometric shapes in various shades of blue and green, creating a modern, layered effect. The shapes are primarily triangles and polygons, some overlapping and some semi-transparent, set against a white background.

Overview of the 2017 NOFA Process

Overview of the 2017 Process: Strategic Direction from HUD CoC

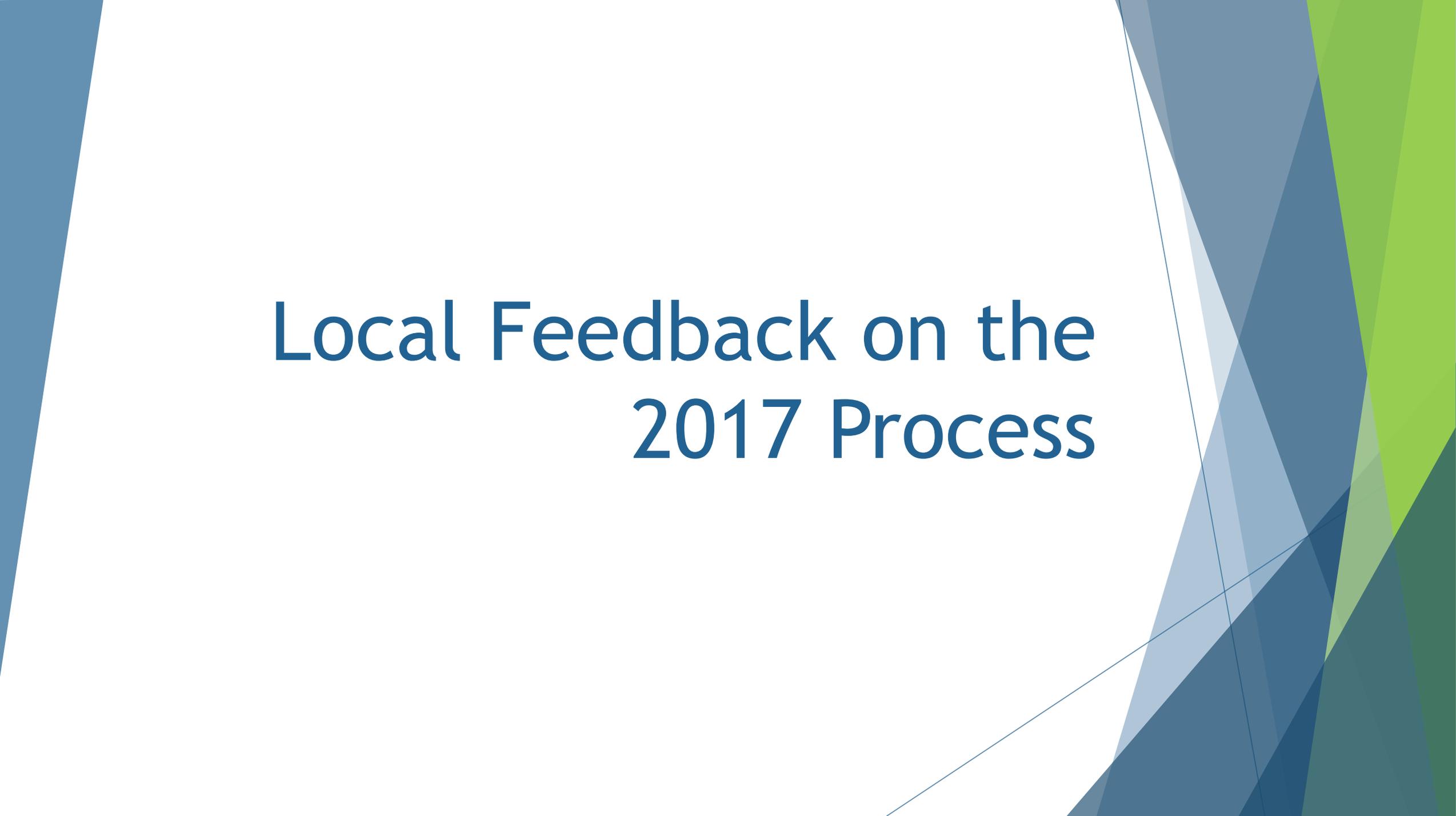
Specific 2017 Strategic Recommendations from the HUD CoC Committee as informed by community input process:

- ▶ Reallocation of general purpose TH into TH/RRH:
 - ▶ Pursue reallocation that strengthens our system and application package and is aligned with our guiding principles
 - ▶ Continue to utilize strategies already in use:
 1. Maintaining a minimum scoring threshold to continue the reallocation of low performing projects regardless of project type-consistent with prior reallocation processes
 2. Inviting voluntary reallocation

Overview of the 2017 Process: Strategic Direction from HUD CoC

Specific 2017 Strategic Recommendations from the HUD CoC Committee as informed by community input process:

- ▶ Strive to have 90% of PSH project beds either 100% dedicated to the chronically homeless or to the new HUD definition of PSH DedicatedPLUS.
- ▶ Solicit applications for bonus projects, and open to expansion and new bonus projects.
- ▶ Limit revisions to the local applications to those that increase clarity, reduce work load and/or incorporate the above recommendations.
- ▶ Utilize the same guiding principles as the 2016 NOFA round



Local Feedback on the 2017 Process

Local Feedback on the 2017 Process

Improve and Retain

In October, EveryOne Home released a survey for the community to provide feedback on the 2017 local process, with a total of 13 responses (grantees (8) and scorers (4)). Respondents gave EOH an overall satisfaction rate of 3.3 of 5. EOH also received a letter of concern with feedback from a grantee, and interviewed other projects post NOFA. Major themes from that feedback are in the box below, with more in depth descriptions in the following slides.

IMPROVE	RETAIN
Timing	Staff Support
Calculations and Scoring	FAQ Process
Exits to Homelessness biased against PSH	Ability to include additional data
Cost effectiveness calculation	

Local Feedback on the 2017 Process: Improve Timing

Timing:

- ▶ Build in more time
- ▶ Initial draft (of Local Application) ahead of time
- ▶ Test application and score ahead of time
- ▶ We are proposing to shift into the 2018 NOFA Process and assess Renewals' objective criteria and offer monitoring TA/Site visits assistance before HUD NOFA's release, which will alleviate some of the pressure within the tight NOFA timeline
- ▶ In addition, the 2018 NOFA proposal follows some procedures of neighboring CoC's, which have an easier and more accessible process for renewals (Local Feedback from NOFA 2016)

Local Feedback on the 2017 Process: Improve Calculations and Scorings

Calculations and Scoring:

- ▶ Design an excel spreadsheet that makes all calculations
- ▶ Provide consistent scoring
- ▶ Formula problematic, scoring inconsistent
- ▶ Significant errors in the way the RFP instructed applicants to do the calculations
- ▶ EOH proposes to use an EOH-designed APR Tool to download APR's for easy readability and to auto calculate downloaded APR files. This tool seeks to eliminate errors in formulas and prior inconsistent scoring.

Local Feedback on the 2017 Process: Improve Exits to Homelessness Outcome

Exits to Homelessness metric is biased against PSH

- ▶ Exits to homelessness (Outcome D) is bias against PSH
- ▶ Comparing PSH 'exits to homelessness' and RRH 'returns to homelessness' is problematic
- ▶ During the reporting period only 7 people moved out (of 360 total served), 5 of those moved into other permanent housing. But because 2 people out of the 7 moving, and of the 360 served, went into transitional housing, we were penalized 10 points
- ▶ EOH is proposing to increase the threshold for PSH Exits to Homelessness from <10% to <25%. It will give more opportunities to PSH programs with small number of total exits to increase their score under this measure

Local Feedback on the 2017 Process: Improve Cost Effectiveness

Cost Effectiveness

- ▶ We had problems with the Cost Effectiveness metric.
- ▶ The cost effectiveness calculation is meaningless. The community raised concerns about cost effectiveness last year, but it was included again this year.
- ▶ Some programs indicated they feel the cost effectiveness measure compares pears with apples
- ▶ HUD CoC Committee has just approved their 2018 Work Plan, which includes the formation of a Cost Effectiveness workgroup to: 1) have an improved metric by the time of NOFA Release and; 2) obtain consensus to meet RBA Goals (how much does it cost per service/outcome). This work group will be convene in April/May.

Local Feedback on the 2017 Process: Retain Staff Support, FAQ process and additional data

Staff Support:

- ▶ Easy, extra staff support
- ▶ Staff's supplemental information/instructions very useful
- ▶ Thanks for all of staff's hard work!

FAQs:

- ▶ FAQ process was clearer and responsive
- ▶ Generated emails for FAQ postings were helpful

Ability to include additional data:

- ▶ Several grantees appreciated the ability to include additional data to explain underscoring in certain areas

Looking Ahead:

2018 NOFA Local Renewal Review Process

- ▶ For the 2018 NOFA Process, EOH is proposing to spread out its NOFA Local Application into three (3) stages:
 - ▶ Stage 1. Renewals' Project Evaluation: Objective criteria will be scored by EOH staff in early Spring (end of 1st Quarter) - with the NOFA committee approving Scoring Tools and Criteria proposed
 - ▶ Stage 2. Project Monitoring TA/Site Visits for low scoring projects or upon request during the 2nd Quarter
 - ▶ Stage 3. A Local Application for New/Renewal Projects after NOFA is released in the 3rd Quarter

2018 NOFA Process

Stage 1 - Project Evaluation

- ▶ Project Evaluation for Objective Criteria
 - ▶ Annual Performance Reports (APRs) from renewal projects to provide scoring for the following existing objective criteria: **Target Population and Severe Needs, Performance Outcomes (A-D), Capacity and Utilization, and HMIS Data Quality** utilizing EOH Target Population Report and new APR tool.
 - ▶ The following objective criteria submitted via additional documentation: **Housing First documents; Reports and Invoicing; Site Control (site-based projects - scattered site PSH & RRH exempt), and Fiscal Management.**
 - ▶ **Proof of Eligibility**, which was a Narrative (subjective), previously scored by the NOFA Committee in 2017, is proposed as a new objective criteria, maintaining its 5 pts. maximum score.

2018 NOFA Process

Stage 1 - Project Evaluation

- ▶ Project Evaluation Report
 - ▶ EOH will assess each Project Evaluation Package submittal, and provide a Report with preliminary scores worth 2/3 of applicants total points to grantees and next steps
 - ▶ Objective Criteria score sheets will be made available upon request after release of Project Evaluation Reports. Applicants will then have 2 business days to report mathematical errors and any discrepancies in their score sheets to EOH Staff

2018 NOFA Process

Stage 2 - Project Monitoring TA/Site Visits

- ▶ Project Monitoring TA/Site Visits
 - ▶ Project Applications who receive a low score in any of the following areas: Housing First, Performance Outcomes A-D, Proof of Eligibility, Capacity and Utilization, HMIS Data Quality, or Fiscal Management may be contacted by EveryOne Home staff to schedule a Monitoring TA/Site Visit for support and assistance.
 - ▶ Projects may also elect to request a TA/Site Visit to improve scoring during the Local Application stage.

2018 NOFA Process

Stage 3 - Local Application

- ▶ Renewals will complete a simpler Local Application, which will include two objective scores (Cost Effectiveness and Underspending), fewer Narratives (Housing First and Quality Assurance), and additional Narratives for low scoring sections, after projects receive TA/Site Visit support.
- ▶ Proposal to add New Questions (not scored in 2018):
 - ▶ Compliance with Equal Access Rule required by HUD (LGBT and Families)
 - ▶ Client Feedback process as part of Housing First requirements
 - ▶ Community and Client Engagement, including
 - ▶ relationships and/or MOU with schools or projects to meet children's educational needs (for family/youth projects).
 - ▶ whether project offers volunteer/work opportunities to clients/tenants or links them with jobs/vocational programs.

2018 NOFA Process

Stage 3 - Local Application

- ▶ New projects will respond with a full Local Application, consistent with some of the new criteria of the 2018 Local Renewal Process as adopted by the NOFA Committee.
- ▶ After the NOFA is released, the Local Application and corresponding documents will be updated to address any unexpected changes or additional HUD requirements.
- ▶ All changes will be approved by the NOFA Committee.

2018 NOFA Process Project Evaluation Package

- ▶ The Project Evaluation Package (to be released on 3/23) will contain:
 - ▶ Project Coversheet - Populated by EOH with basic information for each Project
 - ▶ Project Evaluation Form
 - ▶ EveryHome (EOH) Target Population Report and Instructions
 - ▶ New EveryHome (EOH) APR Tool and Instructions
 - ▶ Any required supporting materials and documentation

Project Evaluation Package - Coversheet

2018 EveryOne Home Project Performance Evaluation Project Coversheet

Project Name: Spirit of Hope I

Alternative Project Names (ex: HMIS, HIC, etc):

Applicant Name: Alameda County Housing and Community Development (HCD) Dept.

Person Authorized to submit or withdraw application and certify participation in Coordinated Entry: Linda Gardner, Director HCD

Project Start Date: 2/1/2002

End of Current HUD Grant: 1/31/2018

Grant Number: CA0119L9T021609

Project Status: Renewing

Application Amount: \$51,685

Match Amount:

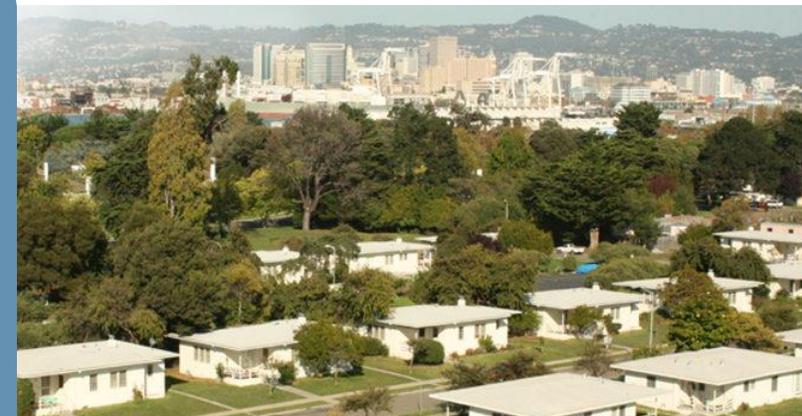
Match Amount Funding Source(s):

Primary Activity Type & Target Population: Permanent Supportive Housing (PSH) // Families

Rental Assistance: No

HUD Priorities: DedicatedPLUS

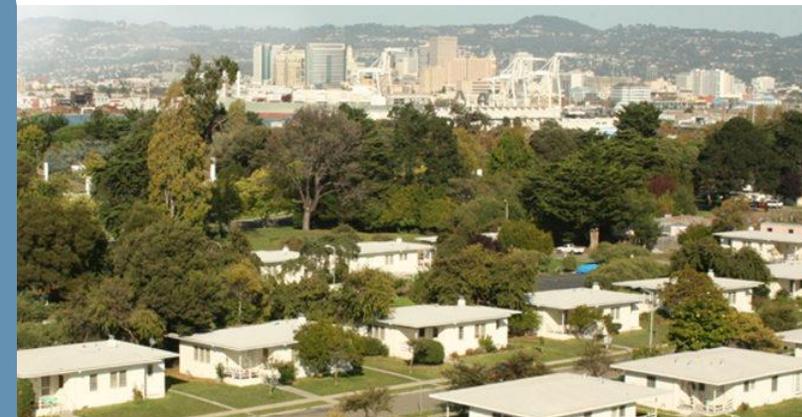
Number of CoC-funded units:



Project Evaluation Package - Coversheet

Project Description: Operating support for eight units of PSH to residents residing in repurposed Navy Housing at Alameda Point Collaborative (APC). APC was established in 1999 out of the base closure homeless accommodation. APC is committed to integrating trauma informed principles of safety, transparency and empowered choice while providing housing and support services to homeless households who want and need support to sustain permanent housing. Onsite, sustainable social enterprises provide job opportunities, income, and a chance to serve the community as all enterprises employ residents in either trainee or permanent work positions. Children and youth programs provide academic and emotional support.

Site Owned/Long-term lease: 59-year lease began in 1999. Rebuild of additional 67 units' groundbreaking in 2021.



2018 NOFA Process

Project Evaluation Package

- ▶ Project Evaluation Package - APR Tools
 - ▶ EveryHome (EOH) Target Population Report and Instructions
 - ▶ HUD Priorities: Target Populations and Severity of Needs criteria will be assessed by the EOH Target Population Report Tool (same as in 2017) with updated running instructions.
 - ▶ Projects not in HMIS (e.g. DV providers): there will be another set of instructions for how to provide the data requested.

2018 NOFA Process

Project Evaluation Package

- ▶ Project Evaluation Package - APR Tools
 - ▶ New EveryHome (EOH) APR Tool and Instructions
 - ▶ EOH has built an APR Tool to allow easy readability and the automatic calculation of downloaded APR files (and for some project types, i.e., RRH, TAY TH, and TH-RRH system performance reports for returns to homelessness) for the following objective criteria scores: Performance Outcomes (A-D), Capacity and Utilization, and HMIS Data Quality
 - ▶ Tool will be tested several times prior to inclusion in Project Evaluation Package
 - ▶ Projects not in HMIS (e.g. DV providers): there will be another set of instructions for how to provide the data requested

NOFA 2018 Process: Summary of Changes Proposed

NOFA Process: 3 Stages

Stage 1. Project Evaluation for Objective Criteria - Renewal Projects (Spring)

Stage 2. Project Monitoring TA/Site Visits for low performing scoring (late Spring)

Stage 3. Local Application - Simple for Renewals/Full for New Projects (post NOFA)

NOFA 2018 Process: Summary of Changes Proposed

Project Evaluation Scored Criteria (up to 79 points)	
Primary Activity Type = up to 5 pts	Reports and Invoicing - 10 pt
Target Pop and Severe Needs = 10 pts	Capacity and Utilization - 5 pts
Housing First (docs) = 6 pts	Proof of Eligibility* - 5 pts
Outcome Performance - 32 pts	HMIS Data Quality - 2 pts
	Fiscal Management - 4 pts

NOFA 2018 Process: Summary of Changes Proposed

Changes in Objective Criteria

Outcome D - PSH Exits to Homelessness - Proposed increase in threshold from <10 to <25%

Proof of Eligibility - Propose to be scored as objective criteria, retaining 5 pts maximum

NOFA 2018 Process:

Summary of Changes Proposed

New Questions - Not Scored in 2018

Compliance with Equal Access Rule	Required by HUD (LGBT and Families)
Client Feedback process	Housing First requirement
Community and Client Engagement	Project has relationships - MOU with schools or projects to meet children's educational needs
	Project offers volunteer/work opportunities to clients/tenants or links them with vocational programs.

Community Input Session

Affirm 2018 Guiding Principles:

Established by the Community in 2013 and reaffirmed and updated by the HUD CoC Committee in 2017:

- ▶ 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 system-wide
- ▶ 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

Community Input Session

- **2018 Proposed NOFA Process in 3 Phases**
- **Outcome D = Increase the threshold from <10% to <25%**
- **Change Client Eligibility from subjective to objective criteria as defined below:**
 - Project has written policy which clearly describes participant eligibility and funding sources = 2 points
 - Project has clear, written procedures for staff verification of participant eligibility documentation and homeless history = 3 points

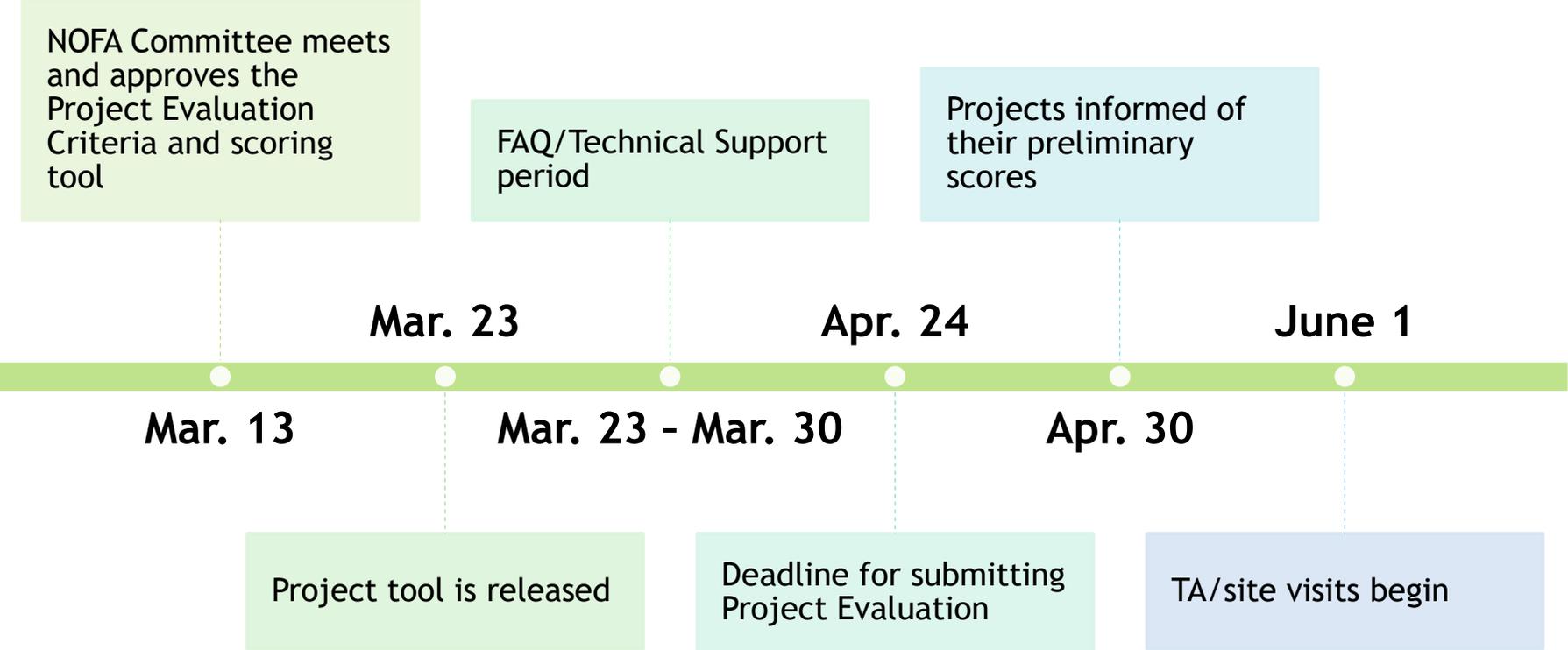
Community Input Session

- **Introduce 3 New Questions (Renewals and New Projects) not scored in 2018:**
 - ▶ Compliance with Equal Access Rule required by HUD (LGBT and Families)
 - ▶ Client Feedback process as part of the Housing First requirements
 - ▶ Community and Client Engagement, which will include a description of:
 - ▶ relationships and/or MOU with schools or projects to meet children's educational needs (for family/youth projects).
 - ▶ whether project offers volunteer/work opportunities to clients/tenants or links them with vocational programs.

Community Input Session

- **For Projects with less than a year of operation**, what feels fair for scoring purposes? Maintain their rank or maintain their score? Do we want some progress criteria, or do we do it automatically?

2018 NOFA Process: Next Steps



Thank you!

