

The HUD FY 2013-FY 2014 Continuum of Care Program Competition: Strategies for Success

Wednesday, December 11, 2013
3:00-4:30p.m.





Panelists

- **Lindsay Knotts, Management and Program Analyst, USICH**
- **Richard Cho, Policy Director, USICH**
- **Norm Suchar, Director of the Center for Capacity Building, NAEH**



Webinar Agenda

- I. Understanding the combined FY13-FY14 competition**

- II. HUD's policy and project priorities for CoC program competition**

- III. Strategies for success**

- IV. Questions and answers**



Webinar Format

- Webinar will last 90 minutes
- Approximately 30 minutes have been reserved at the end of the webinar for Q&A
- Audience members who would like to pose a question can do so at any time through the “Question” function found in the “GoToWebinar” toolbar.
 - For answers to more specific questions about the NOFA, visit <https://www.onecpd.info/e-snaps/fy-2013-coc-program-nofa-coc-program-competition/>.
- Call audience members are muted due to the high number of participants
- Call will be recorded and then posted to both the USICH and NAEH websites



Background

- **2013 Point-in-Time count results shows progress since adoption of Opening Doors in 2010:**
 - Overall decrease in homelessness by 6%
 - Veterans homelessness decreased by 24%
 - Chronic homelessness decreased by 16%
 - Homelessness among families by 8%
- **Change from 2012 to 2013:**
 - Overall decrease in homelessness by nearly 4%
 - Veterans homelessness decreased by 8%
 - Chronic homelessness decreased by 7%
 - Homelessness among families by 7%



Background

- Progress on ending chronic homelessness by 2015 needs to be accelerated through increasing permanent supportive housing, improved targeting, and Housing First adoption
- Progress on ending family homelessness requires expansion of rapid re-housing models and coordinated assessment/entry
- Ending homelessness for all populations requires strategic use of CoC resources, data-driven decision making, goal setting, and leveraging of mainstream resources



Important Changes

- **Combined CoC Application (and score) covering both FY13 and FY14 competitions**
- **Separate project applications and priority lists for FY13 and FY14 competitions**
- **Streamlined and earlier FY14 funding competition (expected to open in summer 2014)**
- **New policy priorities and emphasis on strategies to accelerate progress on ending homelessness**



Other Key Considerations

- Only new projects funded will be:
 - Reallocations to PSH for people experiencing chronic homelessness
 - Reallocations to rapid rehousing for households with children
 - CoC planning costs
 - UFA costs

- No High Performing Communities will be selected this year



Reallocations

- CoCs can propose new projects only by shifting funds from one or more projects to new PSH and RRH without decreasing the CoC's ARD

- Several possible approaches:
 - One-to-one (same provider)
 - One-to-one (different providers)
 - One-to-many
 - Many-to-one
 - Many-to-many



Funding Amount and Tiering

- Overall funding is \$1.7 billion—not enough to cover all renewals
- CoCs must rank projects into two tiers:
 - Tier 1 includes projects that are relatively safe (set at ARD minus 5%)
 - Tier 2 includes projects that are at risk.
- HUD will select projects in Tier 1 using project selection priorities, and then select projects in Tier 2 using the same priorities.
- CoCs that receive a higher CoC Application score are in strongest position to have some Tier 2 projects funded in both FY13 & FY14



Project Selection Priorities

Tier 1

- Permanent housing renewals
- PSH reallocations
- RRH reallocations
- Transitional housing renewals
- CoC planning costs
- UFA costs
- SSO for coordinated assessment
- HMIS renewals
- All other SSO renewals
- Projects not included in GIW



Tier 2

- Permanent housing renewals
- PSH reallocations
- RRH reallocations
- Transitional housing renewals
- CoC planning costs
- UFA costs
- SSO for coordinated assessment
- HMIS renewals
- All other SSO renewals
- Projects not included in GIW



HUD Project Selection Process

	<u>All CoCs by Score</u>										
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>	<u>H</u>	<u>I</u>	<u>J</u>	<u>K</u>
Tier 1 <ul style="list-style-type: none"> • PSH/RRH renewals • PSH/RRH reallocations • TH renewals • CoC planning • UFA costs • Coordinated assessment • HMIS renewals • SSO renewals • Non-GIW projects 	1	2	3	4	5	6	7	8	9	10	11
	12	13	14	15	16	17	18	19	20	21	22
	23	24	25	26	27	28	29	30	31	32	33
	34	35	36	37	38	39	40	41	42	43	44
	45	46	47	48	49	50	51	52	53	54	55
	56	57	58	59	60	61	62	63	64	65	66
	67	68	69	70	71	72	73	74	75	76	77
Tier 2 <ul style="list-style-type: none"> • PSH/RRH renewals • PSH/RRH reallocations • TH renewals • CoC planning • UFA costs • Coordinated assessment • HMIS renewals • SSO renewals • Non-GIW projects 	78	79	80	81	82	83	84	85	86	87	88
	89	90	91	92	93	94	95	96	97	98	99
	100	101	102	103	104	105	106	107	108	109	110
	111	112	113	114	115	116	117	118	119	120	121
	122	123	124	125	126	127	128	129	130	131	132



Alignment with *Opening Doors*

This NOFA focuses on the Administration goals articulated *in Opening Doors: Federal Strategic Plan to Prevent and End Homelessness*.

The goals of *Opening Doors* are consistent with the Department's homeless goals as stated in HUD's Strategic Plan.

HUD is also scoring CoCs on the degree of their alignment with *Opening Doors* (Section 1f – 3 pts)



Overview of policy priorities

- I. Strategic resource allocation
- II. Ending chronic homelessness
- III. Ending family homelessness (rapid rehousing)
- IV. Removing barriers to CoC resources
- V. Maximizing use of mainstream resources
- VI. Building PHA and philanthropic partnerships
- VII. Serving Veterans and youth



CoC Application Criteria

Section	Score Subtotal
CoC Strategic Planning and Performance	69
Coordination of Housing and Services	28
Recipient Performance	15
CoC Structure and Governance	13
Leveraging Mainstream Programs	5
HMIS	11
Point-in-Time count	9
Bonus Points	6
TOTAL	150



Strategic resource allocation

- Overall CoC Application reflects this priority
- Project rankings and priority listings should match HUD's Project Selection Priorities
- CoCs must review all existing projects in geographic area to determine the extent to which each project is necessary
 - 4d. CoCs will be scored on the extent to which they review and rank projects on effectiveness in rapid connection to permanent housing – 2 pts
- Project review considerations:
 - Does each project play a critical role in helping people obtain permanent housing directly from homelessness and as quickly as possible?
 - Are projects reaching the highest need clients?
 - Are projects cost-effective, efficient, and performing with highest quality?



Ending chronic homelessness

- **1a: Most highly weighted criteria at 16 pts**
 - Increase PSH units dedicated to people experiencing chronic homelessness in FY13
 - Continue increasing PSH dedicated to chronic homelessness in FY14 and FY15
 - Prioritize people experiencing chronic homelessness in PSH (2 points for up to 30% of beds, 5 points for 85% and higher)
 - Clear plan for increasing PSH overall to end chronic homelessness
- **2g: At least 75% of PSH renewals and reallocations must adopt Housing First – 3 pts**



Prioritizing chronic homelessness

- CoCs must submit list of PSH agreeing to prioritize people experiencing chronic homelessness including number and percentage of turnover units for each project
- Implementing prioritization:
 - Can take place at community level or individual project level; former is preferred
 - Referral/admission policy for turnover units that gives priority on waiting list
 - Can be based on duration of homelessness, vulnerability, high utilization of services



Rapid re-housing and ending family homelessness

- **Section 1e: Also heavily weighted at 10 pts**
 - Increasing number of households with children assisted through RRH
 - Demonstrate how CoC will increase households with children assisted through RRH
 - RRH performance (targeting/prioritization, determining rent, contacts and assessment, follow-up)
- **Section 1g: Reducing number of households with children experiencing homelessness – 4 pts**



Removing barriers to CoC resources

- **Section 2h: Centralized or coordinated assessment system – 2 pts**
- **Section 1j: Reaching people experiencing unsheltered homelessness – 3 pts**
- **Also includes reviewing transitional housing models for cost-effectiveness and performance and determining if rapid re-housing is a better model**



Maximizing use of mainstream resources

- **Section 2m: Shifting services costs and SSO to mainstream programs – 2 pts**
- **Section 8b: No SSO projects in Tier 1 – 2 bonus pts**
- **Section 2e: Coordination with other funding sources – 1 pt**
- **Section 2l: Affordable Care Act outreach and enrollment activities – 1 pt**



Building partnerships

- Partnerships with philanthropy
- Section 2f: Partnerships with public housing agencies – 2 pts
- HUD issued recent guidance, letter, and other resources to encourage PHAs to contribute to efforts to end homelessness
 - HUD research found that partnership with CoC is strongly associated with PHA policies favorable to ending homelessness
- USICH PHA Guidebook on Ending Homelessness:
http://usich.gov/usich_resources/pha_portal/



Ending homelessness among Veterans and youth

- Section 1k: Ending Veterans homelessness – 4 pts
- Section 1i: Ending youth homelessness – 2 pts
 - USICH's Framework for Ending Homelessness among Youth:
http://usich.gov/population/youth/a_framework_for_ending_youth_homelessness_2012



Scoring Weights by Policy Priority

Policy Priority	Points	% of Total Score
Ending chronic homelessness and Housing First	19	12.7%
RRH and ending family homelessness	14	9.3%
Removing barriers to CoC resources	5	3.3%
Maximizing the use of mainstream resources	6	4.0%
Building partnerships	2	1.3%
Ending homelessness among Veterans and youth	6	4.0%

Strategies for Success

- Use a performance scorecard to rank projects
- Reallocate from underutilizing projects
- Reallocate **from** TH and SSO **to** PSH and RRH
- Prioritize admission to turnover PSH units to people experiencing chronic homelessness



Create a Long-Term Reallocation Plan

Strategies	Total	Next 12 Months			
		New Funding	Reallocated Funding	Reduced Funding	New Annual Spending
TOTAL	\$2,645,000	\$230,000	\$0	-\$10,000	\$2,865,000
Temporary Housing					
Emergency Shelter *1	\$320,000	\$50,000	\$0	-\$10,000	\$360,000
<i>Motels or motel vouchers</i>	\$100,000	\$50,000			\$150,000
<i>Overflow/Seasonal Shelter</i>	\$0				\$0
<i>Year-Round Shelter</i>	\$220,000			-\$10,000	\$210,000
Transitional Housing *2	\$850,000	\$0	-\$100,000	\$0	\$750,000
<i>Site-Based Programs</i>	\$150,000				\$150,000
<i>Scattered-site Transition in Place (TIP)</i>	\$0				\$0
<i>Scattered-Site (not TIP)</i>	\$700,000		-\$100,000		\$600,000
Permanent Housing					
Permanent Supportive Housing	\$1,000,000				\$1,000,000
Rapid Re-Housing	\$100,000	\$100,000	\$100,000		\$300,000
Homelessness Prevention	\$0		\$25,000		\$25,000
Services					
Employment	\$200,000				\$200,000
Outreach	\$75,000		-\$25,000		\$50,000
Child Care	\$0	\$50,000			\$50,000
Health/Medical/Clinic	\$0				\$0
Substance Use Treatment/Services	\$0				\$0
Mental Health Treatment/Services	\$0				\$0
Oversight					
Data/HMIS	\$50,000				\$50,000
Coordinated Assessment	\$0	\$30,000			\$30,000
Coordination/Planning	\$50,000				\$50,000
Other	\$0				\$0

Chart 1: Allocation of Funding

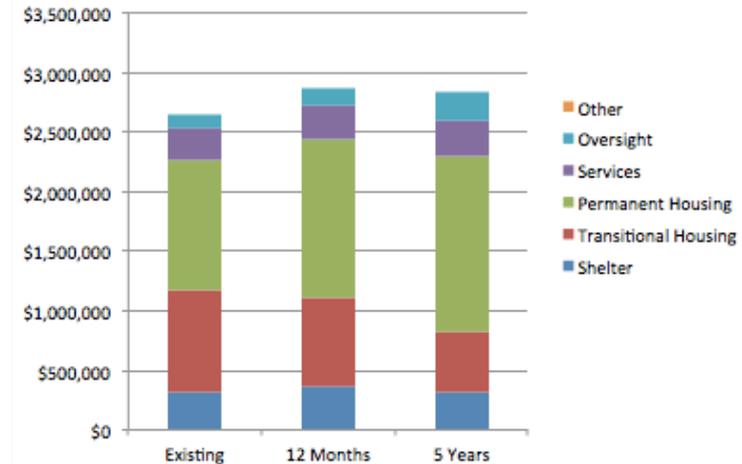
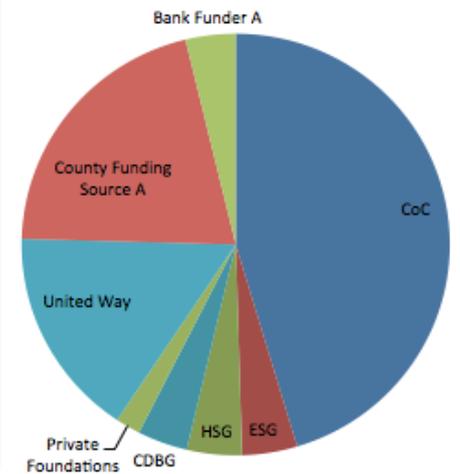
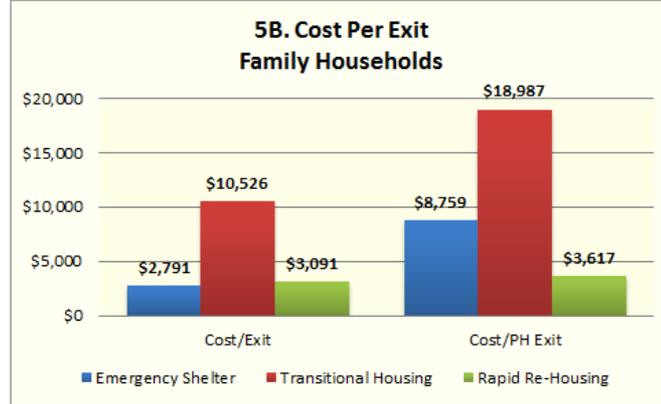
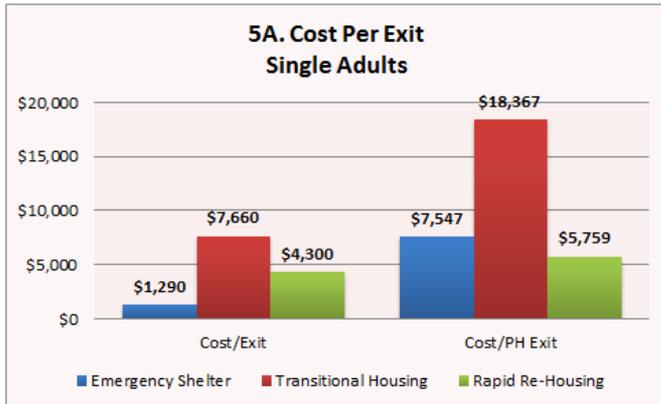
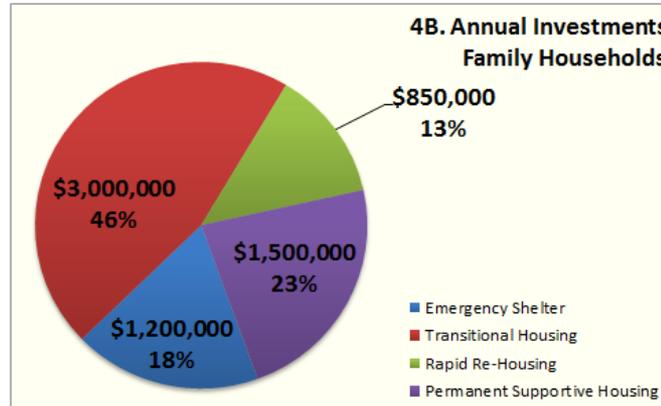
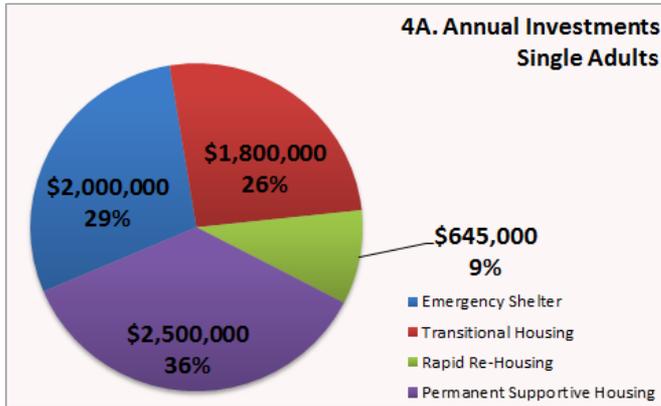


Chart 2: Funding Sources



Evaluate Cost Effectiveness of Projects



Charts from the Performance Improvement Calculator

Strategies to Avoid

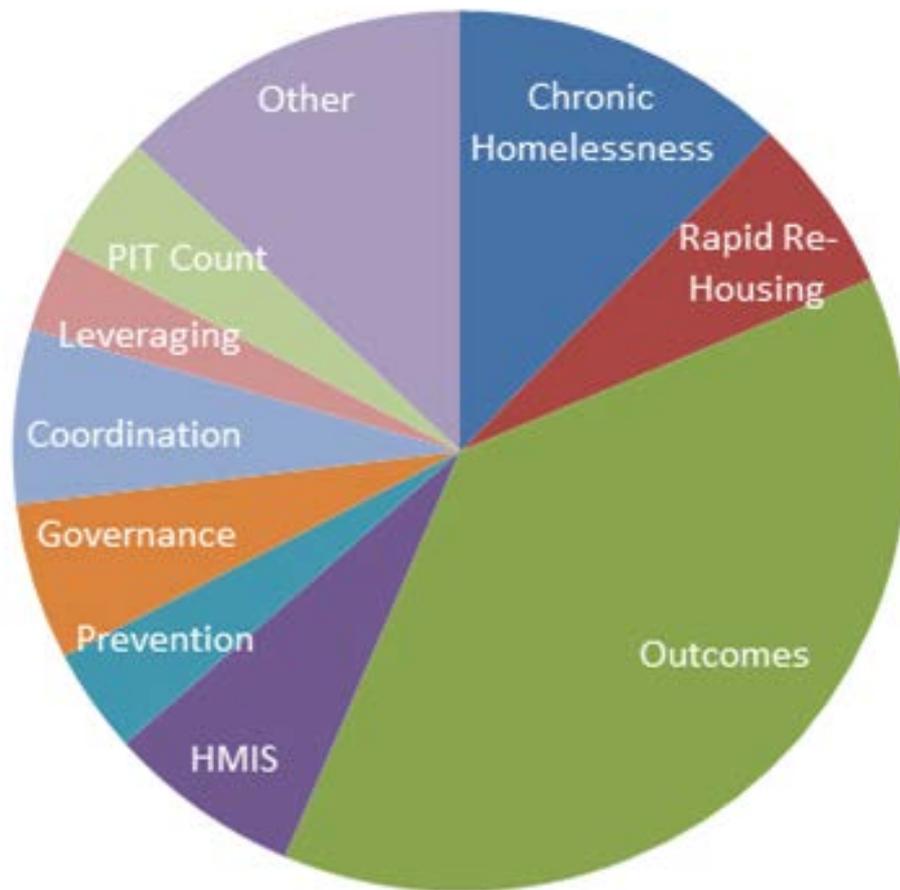
- Do not shave a little from each project
- Do not use a closed, subjective ranking process
- Do not skimp on planning and data



Implications for the Future

- Performance will continue to grow in importance
- CoCs will need an objective standardized process for evaluating and ranking projects
- CoCs should plan to convert projects to PSH and RRH
- PSH projects should target chronic homelessness
- Communities should look to leverage other resources (ACA, Workforce)

Implications for the Future



Categories of points available in the CoC NOFA



Hypothetical Example

Anytown CoC has 20 renewal projects totaling \$10 million:

- 7 PSH totaling \$3.5 million
 - 1 RRH totaling \$250,000
 - 10 TH totaling \$5 million
 - 2 SSO totaling \$1 million
 - Remainder for HMIS, planning costs, etc.
- 5% cut = \$500,000
 - Through the planning process, the CoC identifies a need for significantly more PSH for people experiencing chronic homelessness and RRH for families with children



Scenarios

1. Cut 5 percent from all renewal projects to fit them all in Tier 1, and then create one reallocation project for Tier 2.
2. Rank projects based on performance and place lowest priority projects in Tier 2. No reallocations.
3. Cut 20 percent from lowest priority half of projects for a savings of \$1,000,000 and create PSH and RRH reallocation projects for Tier 1 (\$500,000) and Tier 2 (\$500,000).
4. Reallocate lower performing 50 percent of TH and SSO projects for a savings of \$3,000,000 and place remaining SSO project in Tier 2. Create PSH and RRH reallocation projects for Tier 1 (\$3,000,000).

Impact: Scenario 1

Cut 5 percent from all renewal projects to fit them all in Tier 1, and then create one reallocation project for Tier 2.

- Minimize extra points for expanding PSH and RRH
- Minimize points for performance-based ranking
- No impact on future outcomes for CoC NOFA
- No impact on outcomes for people experiencing homelessness

Impact: Scenario 2

Rank projects based on performance and place lowest priority projects in Tier 2.

- Minimize extra points for expanding PSH and RRH
- Obtain points for performance-based ranking
- Small impact on future outcomes for CoC NOFA
- Small impact on outcomes for people experiencing homelessness

Impact: Scenario 3

Cut 20 percent from lowest priority half of projects for a savings of \$1,000,000 and create PSH and RRH reallocation projects for Tier 1 (\$500,000) and Tier 2 (\$500,000).

- Points for expanding PSH and RRH
- Points for performance-based ranking
- Improved performance for future CoC NOFAs
- More impact on homelessness from replacing lower performing TH and SSO projects with new PSH and RRH.

Impact: Scenario 4

Reallocate lower performing 50 percent of TH and SSO projects for a savings of \$3,000,000 and place remaining SSO project in Tier 2. Create PSH and RRH reallocation projects for Tier 1 (\$3,000,000).

- Many points for expanding PSH and RRH
- Bonus points for having no SSO in Tier 1
- Points for performance-based ranking
- Significantly improved performance for future CoC NOFA
- Substantial impact on homelessness from significantly expanding PSH and RRH.



Resources

- OneCPD page on FY13-FY14 Competition:
<https://www.onecpd.info/e-snaps/fy-2013-coc-program-nofa-coc-program-competition/>
- SNAPS Weekly Focus: <https://www.onecpd.info/homelessness-assistance/snaps-weekly-focus/>
- USICH NOFA webpage:
http://usich.gov/member_agency/departement_of_housing_and_urban_development/fy-2013-nofa
- NAEH tools:
 - Spending Plan Template:
<http://www.endhomelessness.org/library/entry/the-continuum-of-care-spending-plan-template>
 - Performance Improvement Calculator:
<http://www.endhomelessness.org/library/entry/performance-improvement-calculator>



Questions?

- Please submit your questions via the chat function.
- The webinar will be available on our website at <http://www.usich.gov>



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