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Balance of State CoC NOFA Process

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12.15.2022

Agenda



- Roles and responsibilities
- CoC Program
- Data-informed Funding Cycle
- Rating and Ranking Tool and Process



Continuum of Care (CoC)



The **planning body** in a community that addresses the needs of people who are experiencing or at risk of homelessness. Made up of broad group of partner organizations and individuals.

This planning body is responsible for the responsibilities set forth in the CoC Program Interim Rule.

Your CoC membership is this group.

Continuum of Care (CoC)



Also...

The CoC Program is a HUD **funding program** for housing and services grants.

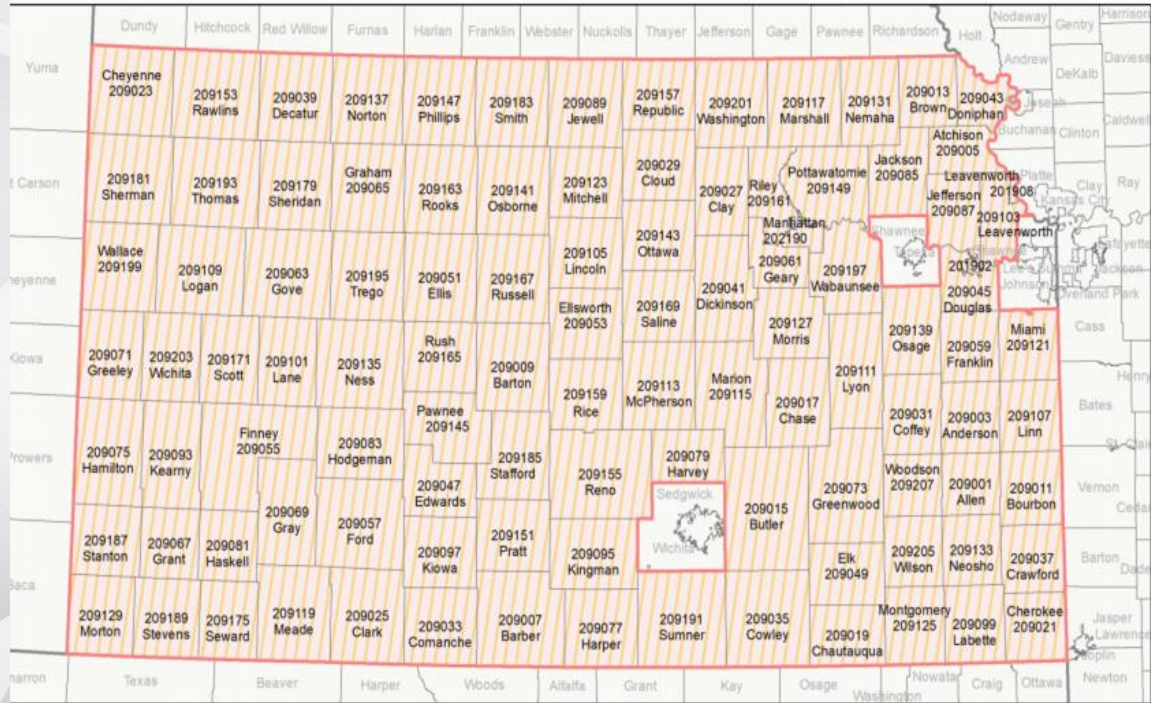
And another thing...

The continuum of care refers to the **system** of temporary and permanent services and housing interventions that provide for people's immediate safety and supports their exit to permanent housing.

Continuum of Care (CoC)



Also...The **geographic area** covered by your CoC Program.





We're going to talk about the CoC **planning body's** role in using the CoC **program funding** to support the CoC **system of care** in the CoC **geographic area**.



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Roles and Responsibilities, per the CoC Governance Charter

Role of CoC Membership



Voting members:

- Review and approve the CoC governance charter
- Select the Collaborative Applicant for the CoC
- Approve CoC Steering Committee members

All members:

Attend CoC membership meetings, participate in CoC committees and ad hoc workgroups, and apply to serve on the CoC Steering Committee

Role of CoC Steering Committee



The CoC Steering Committee is the decision-making and planning body for the CoC, and responsible for ensuring that the CoC ends homelessness for all families and individuals throughout the 101 counties of the KS BoS CoC.

Role of CoC Steering Committee



Related to performance and compliance:

- Review and approve monitoring tool
- Review, update and approve performance targets. Review data on system and project level performance
- Review and use data on CoC and ESG programs to evaluate performance

Performance and Compliance Committee

The Performance and Compliance Committee (previously the NOFA Committee) determines CoC Program funding priorities and develops a rank and review process for the CoC Program NOFA. The Committee develops performance goals, monitoring tools and protocols for the CoC Program. The Collaborative Applicant supports the work of this committee.

Only 1/3 of the committee membership is to include Individuals affiliated with organizations funded through the competitive CoC Program NOFA process or requesting CoC funding.

Performance Compliance Committee Responsibilities

- Develop monitoring tool and protocols (to be reviewed and approved by Steering Committee)
- Develop performance targets (to be reviewed and approved by Steering Committee)
- With HMIS Committee, provide reviews of gaps analysis and recommend changes
- With HMIS Committee, provide reviews of CoC and ESG performance data and make recommendations to Steering Committee



Role of Collaborative Applicant



- Monitor recipient and subrecipient performance and outcomes of ESG and CoC Programs, report to Steering Committee
- Work with HMIS Lead to prepare reports on performance targets, report to Steering Committee
- Complete gap analysis with HMIS Lead and Performance and Compliance Committee
- Submit collaborative application for CoC Program funds

Role of CoC Program Funded Agencies



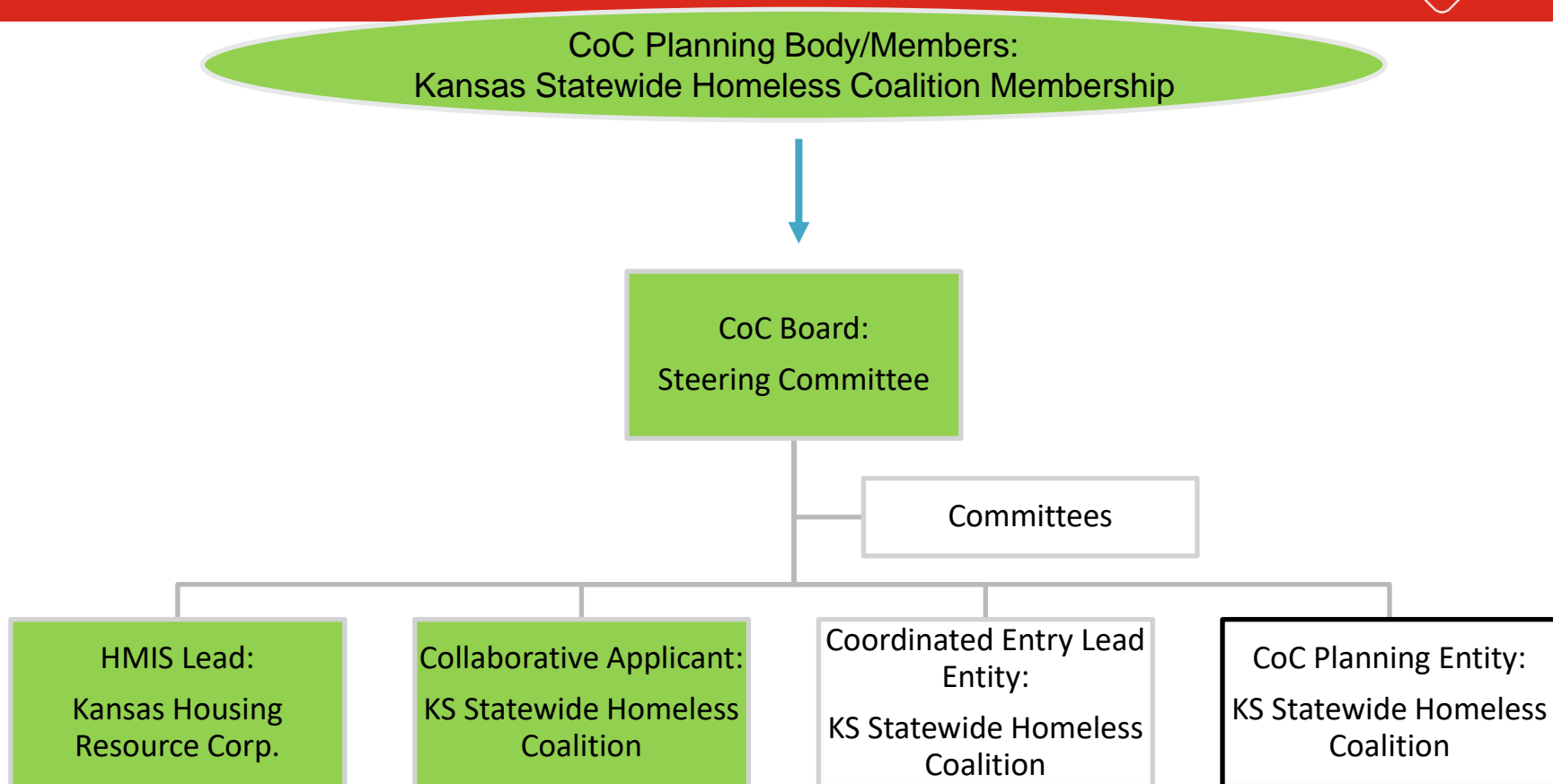
Steering Committee:

- Four elected seats for serves providers
- No more than 1/3 of seats can be held by CoC-funded agencies

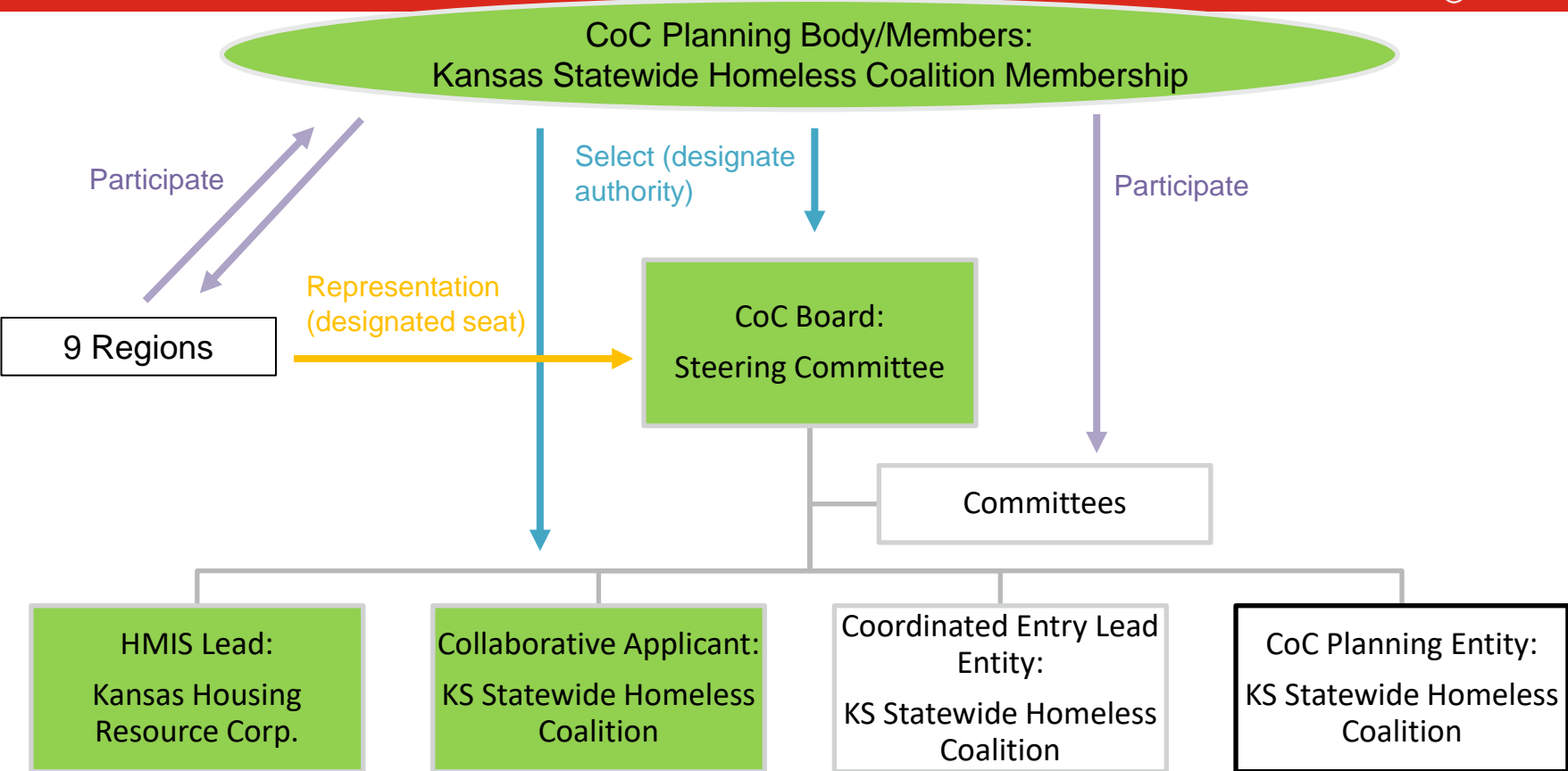
Performance and Compliance Committee:

- No more than 1/3 of seats can be held by CoC-funded agencies
- See conflict of interest policy

CoC Structure



CoC Structure



CoC as a System





The KS BoS CoC believes that housing is a basic human right. The CoC's mission is to end homelessness for all families and individuals throughout the 101 counties of the KS BoS CoC through providing leadership and coordination of services and support, partnerships, and resource navigation.



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CoC Program NOFO Basics

HUD CoC Program Funding



- **HUD CoC program funding** awarded through an extremely competitive Notice of Funding Availability (NOFA) process. Successful CoCs must be very strategic.
- Congress requires that HUD:
 - Base an increasing percentage of points in the NOFA on system performance
 - Award more points to CoCs that demonstrate they are reallocating funds from underperforming projects

Eligible Applicants



- Project applicants must be any of the following
 - Non-profit organizations
 - States
 - Local governments
 - Instrumentalities of state or local government
 - Tribes and tribal entities (new)

CoC Program: Eligible Activities



System activities

- CoC Planning Grant (only the Collaborative Applicant may apply for this grant type)
- Homeless Management Information System (HMIS)
- Coordinated Entry

Project activities

- Permanent Supportive Housing (PSH)
- Permanent Housing-Rapid Re-housing (RRH)
- Transitional Housing (TH)
- Joint Component (TH-RRH)
- Supportive Services Only (SSO)

CoC Program: Eligible Costs



- 1. Acquisition***
- 2. Rehabilitation***
- 3. New Construction***
4. Leasing
5. Rental Assistance
6. Supportive Services
7. Operating Costs
8. HMIS
9. Administration

* These types of costs cannot be renewed

Evolution of CoC Funding Process



1987: Passage of McKinney-Vento Homeless Assistance Act

1988-1993: National competition for McK-V funding (individual organizations awarded funding)

2009: Hearth Act reauthorizes McK-V and establishes CoC Program



1994-present: Continuum of Care established for purposes of a local planning process (single application to HUD)

Role of the Collaborative Applicant



- Collaborative Applicant for your CoC is the KS Statewide Homeless Coalition
- KSHC prepares and submits the community's application to HUD for CoC Program funds
- Application includes information on the community's performance and planning efforts

NOFO Process



- Competitive process, but..
 - HUD provides Annual Renewal Demand (ARD) information for each CoC, which specifies the total amount of funding that is eligible for renewal AND what we can get in bonus projects
 - KS-507 FY22
 - ARD \$2,549,342
 - Tier 1 \$2,421,875
 - CoC Bonus \$266,420
 - DV Bonus \$532,840
 - CoC Planning \$159,852

Tier 1 and Tier 2



Tier 1: 95% of total ARD (\$2,421,875), funding more reliable

Tier 2: the difference between Tier 1 and the ARD (\$127,467) plus bonus funding, funding at risk

NOFO Rating & Ranking Process



- Developed and managed locally through the Performance and Compliance Committee
- CoCs required to have an objective process but lots of flexibility on determining the process
- Opportunity to tune up your system



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Data Informed Funding Cycle



Determine Priorities & Metrics

- Length of stay/time homeless
- Exits to permanent housing
- Returns to homelessness
- Maintain or Increase Income/Employment/Case Benefits
- Project effectiveness: costs per exit
- Equity across population groups



Establish a Project Level Baseline

CoC Annual Performance Report (APR)

Key performance measures:

- Length of Participation
- Exit Destination
- Cash Income

ESG Consolidated Annual Performance and Evaluation Report (CAPER)

Key performance measures:

- Length of Participation
- Length of Time between Project Entry Date and Residential Move-In Date
- Exit Destination

What other data sources are available in your CoC?



System Level Targets & Benchmarks

Targets: long-term goals

- based on best practices
- can be costum to population or project type
- example: 85% exits to permanent housing

Benchmarks: short-term milestones

- incremental steps toward target
- can be costum to population or project type
- consider system and project baseline when setting benchmarks
- example: increase exits to permanent housing 10% annual until meet target



Measure and Support Progress

- Data monitoring
- Targeted trainings and refreshers
- Feedback loop to providers

Reviewing performance allows communities to:

- Identify areas of improvement
- Identify existing service gaps
- Course correct
- Make data informed funding decisions
- Understand where to build capacity
- Gauge if resources are being utilized effectively



Review Performance

Review performance as part of funding allocation process

- CoC NOFA application: objective criteria requirement
- Locally controlled funding: best practice



Make Funding Decisions

Rating is the process of scoring projects based on standardized criteria. Projects are generally scored relative to other projects of the same type.

Ranking is the process of using system priorities and performance rating to determine the order of projects for a funding application or other purposes. Ranking process begins with setting funding priorities for a specific funding source, identifying priority level and number of units needed for populations and/or project types.





Considerations:

- Should be guided by local priorities (gaps analysis, strategic plan)
- How to handle new projects with no performance data
- More than just project performance
- Inventory needs – how much of what type of unit
- All system resources – what other funds can and cannot do
- Short and long-term needs, “surge” efforts, etc.





Rating questions: which brand of eggs is the best? (freshness, flavor, size, color, etc.

Ranking questions: what ingredients are most important to make the cake? How many eggs to we already have, how many more eggs do we need? If I want to make a bigger cake, which ingredients do I need more of?



Examples of Local Priorities



Populations:

- Frequent users of emergency services
- Youth exiting foster care
- Homeless veteran households
- Chronic homeless households
- Goals of the CoC's strategic plan

Projects:

- Providers that serve historically marginalized populations/ by and for organizations
- Projects that are not eligible for other funding sources



Tips for Objective Scoring Process



- Define roles and responsibilities
- Establish conflict of interest policy
- Consider blind review
- Use a scoring rubric (see example)

average days until housing placement for RRH projects:

Average Number of Days	Points
20 days or less	20
21-30 days	15
31-60 days	10
61-90 days	5
91 days or more	0



CoC Program Project Rating and Ranking Tool

1. Upload HIC and generate list of projects to review
2. Customize rating criteria
 - threshold requirements
 - renewal/expansion project rating
 - new project rating
 - separate rating for RRH, PSH, TH, etc.
3. Rate projects
4. Funding ceilings & priorities
5. Ranking

Reallocation



Technical Challenges

- Incomplete or low-quality data
- HMIS coverage or participation rates
- Identifying unmet need

Adaptive Challenges

- Provider political or personal connections
- Weak CoC Board or management structure
- Political will
- Change is hard!



Risks of Prioritizing Renewals



- Perpetuate inequities
- No incentive for performance improvement
- Serving the providers and not the people experiencing homelessness
- Limits opportunity for system to adapt and respond to changing needs and resources





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KS-507

- *Funded projects*
- *Recent Improvments*

KS-507 FY22 CoC Project Applications

Field Office:	Kansas City				
CoC Number:	KS-507				
CoC Name:	Kansas Balance of State CoC				
CA Name:	Kansas Statewide Homeless Coalition				
CoC PPRN	\$4,553,126				
CoC's ARD (Estimated):	\$2,549,342				
Tier 1:	\$2,421,875				
CoC Bonus:	\$227,656				
DV Bonus:	\$455,313				
CoC Planning:	\$136,594				

Applicant and Project Information					
Applicant Name	Project Name	Status	Project Component	Total ARA	Program Type
The Mental Health Association of the Heartland	Blaylock Residences	Renewal	PH	\$141,099	PSH
Catholic Charities of Southwest Kansas	Southwest Kansas Housing Program	Renewal	PH	\$419,569	PSH
Kansas Statewide Homeless Coalition, Inc.	KS BoS Coordinated Entry Improvement Project	Renewal	SSO	\$168,734	SSO
Catholic Charities of Northeast Kansas, Inc.	Leavenworth Homeless to Housed	Renewal	PH	\$68,028	RRH
Salina Housing Authority	Shelter Plus Care	Reallocated	PH	\$164,729	PSH
Catholic Charities, Inc.	Southeast Kansas RRH 2021	Renewal	PH	\$206,300	RRH - DV
KSCDV	KSCDV Housing First Rapid Re-Housing Program	Renewal	PH	\$284,130	PSH
Ashby House	Shelter Plus Care	New	PH	\$0	PSH
Douglas County	Douglas County Permanent Supportive Housing	New	PH	\$0	PSH
Kansas Coalition Against Sexual and Domestic Violence	RRH Expansion	Expansion	PH	\$0	RRH - DV



Recent Improvements



- Stronger governance structure-
broader representation
- Improved data quality
- New committee members and
perspectives
- Conflict of interest policy

