

2016 HUD CoC Competition Evaluation Process Report

The System Performance and Evaluation Committee (SPEC) through the Evaluation Tool Subcommittee, is responsible for creating and annually updating the Evaluation Instrument. All U.S Department of Housing and Urban Development (HUD) Continuum of Care (CoC)-funded projects are required to complete the Evaluation Instrument, unless otherwise exempt, in order to be eligible for renewal funding through the FY16 HUD CoC Competition. In February 2016, the Chicago CoC completed the 2016 HUD CoC Competition Evaluation process. Of the 167 renewal projects awarded HUD CoC funding for FY15, 163 completed the Evaluation: 3 projects were not evaluated due to being exempt, namely grants which fund HMIS, CRS, and CoC Planning, and one project did not submit the Evaluation Instrument by the deadline. All 45 Long Term Rental Assistance (LTRA) projects were required to submit the Evaluation Instrument, regardless of renewal status.

Instrument Format and Content

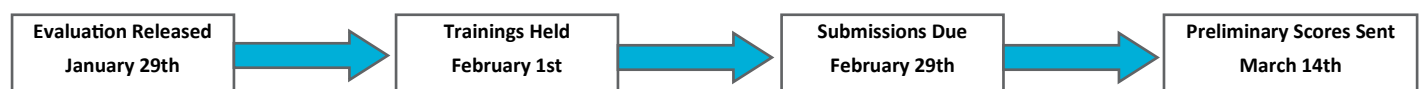
Between September and December 2015, the former HUD McKinney-Vento Committee* met to review recommendations from the previous year and make any needed changes. While the 2016 Evaluation Instrument maintained much of the content of the previous year, there were a number of significant changes, including:

- The Site Visit and Certification Checklists were condensed.
- A new, customized Evaluation Report was created by All Chicago to replace the previously utilized 0625 APR and Chronic Homeless Reports, in order to capture all necessary data.
- The Leading Practices section of the Project Component was fully revised to reflect the Housing First standards set by HUD through the FY15 Project Application.
- The Project Performance and Consumer Outcomes (PPCO) section of the Project Component was fully revised to incorporate the outcomes and program models reflected in the newly revised Program Models Chart (PMC)(2014), including Rapid Re-housing (RRH).
- “Permanent Supportive Housing (PSH) and Safe Havens (SH)” and “All Projects” sections of the Project Performance section were scored using percentiles. All other project types were scored on Project Performance using percent ranges that were based on meeting, exceeding, or far exceeding the outcomes outlined in the PMC (2014).
- Scoring criteria were adjusted in several other sections including Project Operations (Match and Leverage), System Priorities (Chronic Homelessness and Subpopulations), and Leading Practices (Housing First).

In reviewing and updating the Evaluation Instrument for 2016, the committee considered a range of factors including feedback and recommendations received in the previous cycle, as well as current federal and local system priorities. The Committee ensured that the Evaluation Instrument was in alignment with the PMC (2014), and that it emphasized serving the most vulnerable, such as those who are chronically homeless or have high needs and barriers.

Evaluation Instrument Release and Submission Process

The following timeline summarizes the Evaluation release and progression of the submission process:



* The work of the former HUD McKinney-Vento Committee is now under the System Performance and Evaluation Committee (SPEC), and completed through the Evaluation Subcommittee under the CoC Charter.

Submission Summary

167 Projects were awarded funding in FY15

163 Projects were scored through the Evaluation Process

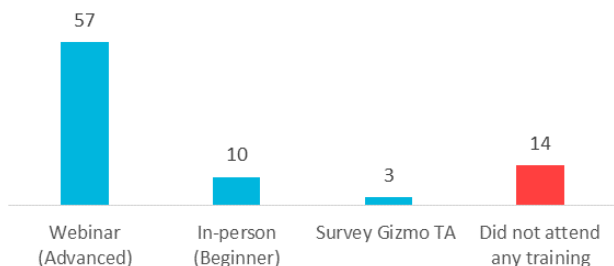
3 Projects were exempt from submission

1 Project was not scored due to non-submission

The Chicago CoC was awarded
\$63,499,383
by HUD for FY15

In addition to updating the Evaluation Instrument, the Committee revised the Instruction Manual for 2016. In doing so, it further clarified instructions that were not always clear or consistent, as well as updated items in the FAQ document. In a feedback survey provided to all agencies following the release of final scores, the majority of agencies rated the Instruction Manual (86%) and FAQs document (85%) as Good or Excellent. While both webinar and in-person trainings were offered following the release of the Evaluation Instrument, All Chicago staff were also available to respond to questions and provide technical assistance throughout the submission period. The majority of respondents in the feedback survey rated the expertise (92%) and availability (86%) of All Chicago staff as Good or Excellent. Likewise, 100% of respondents indicated their inquiries via phone or email were answered in a timely manner.

2016 Evaluation Training Attendees



Site Visits and Technical Assistance

The CoC Site Visit process was piloted in 2015. Six agencies received a site visit between the months of May and October. The agencies were the three agencies with the lowest scoring projects of 2015, and another three randomly selected agencies.

Projects falling two standard deviations from the mean automatically received technical assistance (TA) from All Chicago; all other agencies receiving a site visit were also offered TA. Four agencies received TA in 2015. The impact of the CoC Site Visit process and provision of Technical Assistance is evident in the comparison of scores from 2015 to 2016. Overall, projects receiving a site visit in 2015 increased their overall scores by an average of 12%, while projects that received a site visit and TA (5) saw a slightly higher average increase in their Evaluation scores, with two projects seeing a change of over 20%. One project increased its score by only 3% and remained among the lowest scoring projects in 2016.

TA focused on a variety of areas and was tailored to meet the specific needs of each agency and project. The areas most commonly addressed were performance, Housing First, Homeless Management Information System (HMIS) and data quality, as well as overall policies and procedures. Other areas included match and leverage, consumer involvement and feedback, bed utilization and Central Referral System (CRS), and CoC involvement.

Agencies Receiving a CoC Site Visit		Project Scores in 2015	Project Scores in 2016	Received Technical Assistance?
Agency 1	Low Scoring	53.23%	73.63%	Yes
Agency 2	Low Scoring	53.80%	63.89%	Yes
Agency 3	Low Scoring	54.00%	68.13%	Yes
Agency 4	Random	82.74%	76.67%	No
Agency 5	Random	66.50%	81.91%	No
Agency 6	Random	66.13%	71.43%	Yes
Average increase for Low Scoring Projects				17%
Average increase for Random Projects				6%
Overall Average Increase for All Projects Receiving a Site Visit				12%

Technical Deficiencies

The Technical Deficiencies (TD) policy was again utilized in 2016. Through this policy, agencies were able to re-submit attachments found to be missing or incomplete with original submission, with a 0.5 point deducted per attachment. There were 17 TD Notices sent to six agencies, compared to ten in the previous year. While all TD Notices were eventually able to be resolved, several agencies submitted the attachment incorrectly a second or even multiple times after receiving a TD notice.

Overall Agency and Project Scores

Final scores ranged from 100% as the highest (new project in FY14) to 46.81% as the lowest. The average and median scores were higher than the previous year at 79% and 81%, respectively. The standard deviation was also slightly higher than in previous years, at 10.22%. These factors indicate that the scores continue to broaden across the scoring spectrum, further indicated by the range of scores in 2016, as well as a higher number of projects (6) falling more than 2 standard deviations below the mean than previous years.

2016 Overall Agency and Project Scores		2015
Average	79.44%	73.71%
Median	81.40%	74.50%
Standard Deviation	10.22%	9.33%
Score <2 St. Deviations	59.00%	55.04%
# of Projects falling below 2 St. Deviations	6	4

Scores by Project Model Type

Evaluation scores varied across project model types, with Permanent Supportive Housing (PSH) and Safe Havens (SH) scoring the highest on average and Permanent Housing with Short Term Supports (PHwSS), the lowest.

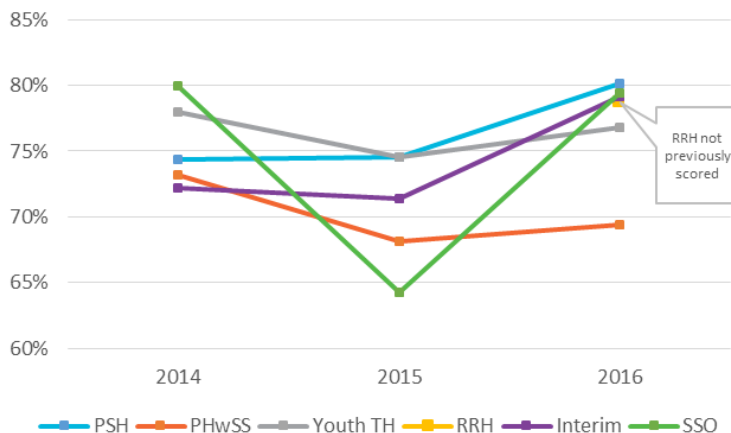
Most project types experienced an overall increase in their scores from previous years, with Supportive Services Only (SSO) and PSH or SH projects seeing the highest average increases of 17% and 12%, respectively.

Permanent Housing with Short Term Supports (PHwSS) experienced an overall *decrease* from 2015, with an average decrease of 2%. This can largely be attributed to the updated Project Performance and Consumer Outcomes (PPCO) section, as most PHwSS projects were unable to meet the outcomes outlined in the updated Program Models Chart. SSO and Interim Housing (IH) had the highest standard deviations, indicating a broader range of scores within these project model types. Likewise, Rapid Re-housing (RRH) and PHwSS projects had a much lower standard deviation, indicating a narrow range of scores in these project types. Important to note is the number of projects within each program model type. The majority of projects fall under PSH and SH, while all other project types make up just 17% of the total projects combined.

Scores by Project Model	PSH and SH	RRH	Youth-TH	Interim Housing	PHwSS	SSO
Total Projects	134	2	8	10	7	2
Average	80.15%	78.72%	76.80%	79.20%	69.37%	79.40%
Median	84.42%	78.72%	80.71%	82.76%	67.78%	79.40%
St. Deviation	10.11%	3.19%	9.58%	11.10%	3.89%	14.01%
Score 2 St. Deviations Below Mean	59.92%	72.34%	57.63%	56.99%	61.59%	51.37%
# of projects below 2 St. Dev.	5	0	0	1	0	0
Low Scores	46.81%, 47.83%, 51.10%, 56.94%, 58.33%	n/a	n/a	55.17%	n/a	n/a

For most project types, average scores have increased since 2014, particularly for PSH and Interim Housing projects. PHwSS, as well as Youth TH projects have experienced a decrease in overall average since 2014. This could possibly be attributed to the incorporation of the revised Program Models Chart. Several projects previously classified as PHwSS were now classified as Youth TH in 2016. SSO average scores have fluctuated since 2014, having one of the highest averages in 2014 and 2016, but the lowest in 2015. This is most likely due to changes in the scoring criteria and structure of the Project Performance and Consumer Outcomes section for this project type. RRH had not previously been scored, and had the fourth highest average in 2016.

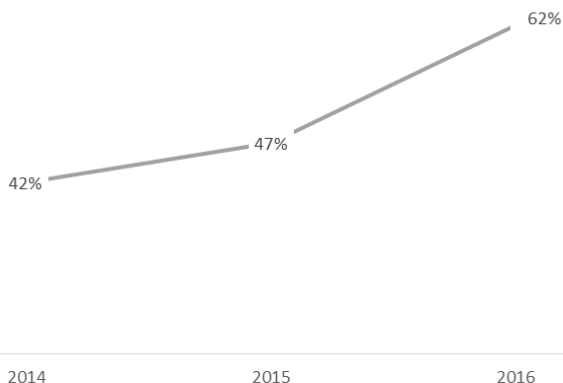
Average 2014-2016 by Project Type



Section Scores by Project Type

Scores for each of the sections in the Project Component also varied by Program Model Type. As in previous years, the Leading Practices and HMIS sections had the highest average scores of 93% and 97%, respectively. Project Performance again had the lowest average score of 62%, however this is a significant increase from previous years, as shown in the chart to the right. This may be attributed to the updates made to this section in 2016 to reflect the outcomes of the Program Models Chart. Average performance has continued to improve each year since 2014.

Average project performance improves each year.

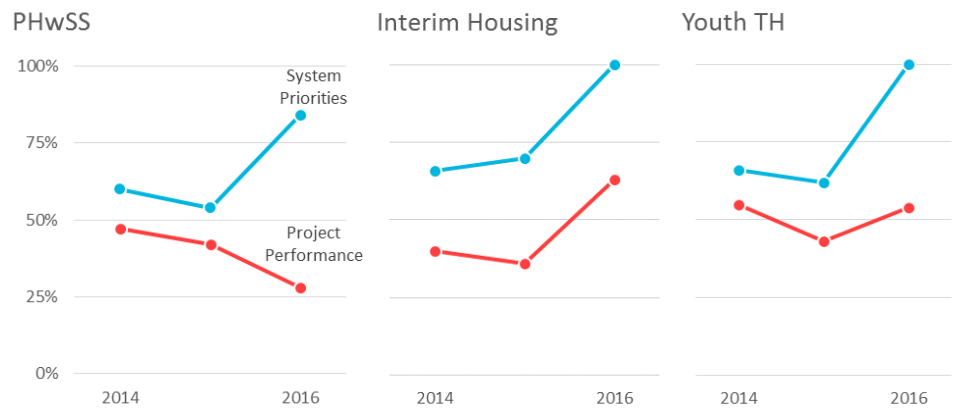
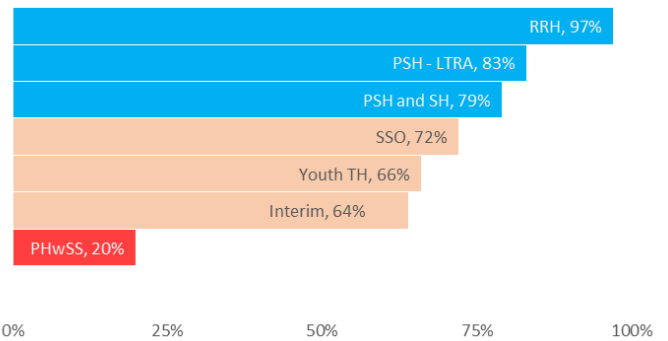


Project Performance and System Priorities

RRH projects on average scored the highest in performance, followed by the other permanent housing models. PHwSS (HUD TH model) scored the lowest on average in performance, with an average of only 28%. Overall, the project-specific outcomes outlined in the PMC for PHwSS were not met by the projects. For example, PHwSS projects are expected to have 85% of program participants without income at entry obtain employment. No PHwSS project came within 40% of this outcome, with the average outcome being just 27%. Other TH models, such as Interim Housing and Youth TH, scored lower than other project types in performance, despite increasing their overall performance section averages significantly compared to previous years.

While TH project models did not score as well in terms of performance, they scored significantly higher in System Priorities compared to previous years. This can most likely be attributed to the decision to include an N/A option for TH projects within scoring criteria for serving chronically homeless persons. As shown in the charts to the right, both Interim Housing and Youth TH averaged 100% in this section, while PSH and SH averaged just 81%. In taking a closer look, data show the majority (55%) of permanent housing projects are serving less than 25% chronically homeless persons. On average, PSH and SH projects serve just 50% chronically homeless persons.

PH project types **score higher** on average in **performance** than TH project types

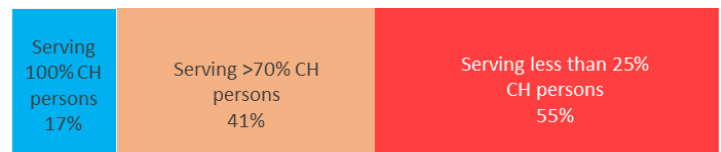


Project Operations

SSO and IH projects scored the highest in terms of project operations, with averages of 88% and 74%, respectively. RRH projects scored the lowest, with an average of just 31%. This distribution is fairly similar to previous years. SSO, PSH, Youth TH, and IH score higher on average for Match and Leverage than PHwSS or RRH projects. Scoring for spenddown of grant funds does not vary widely by project type, however those

that did not spend down were more heavily concentrated in PSH. A significant number of projects (28) did not spend down their grant in full, for various reasons including: utilizing Fair Market Rents (FMR) versus actual rents in leasing, accounting error or differences between budgeted and actual spending, and staff turnover. Eight of the 28 projects did not spend down more than 10% of their grant. LTRA projects were not scored on spenddown in 2016.

Majority of Permanent Housing projects **servicing less than 25% chronically homeless persons**



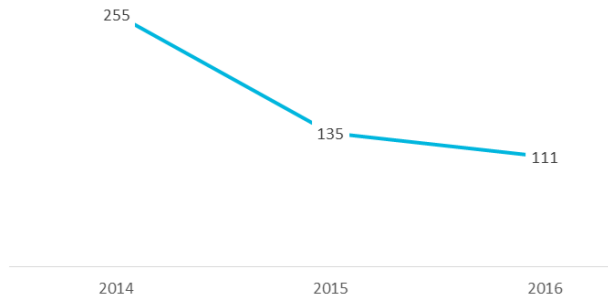
23% of projects scored did not spend down 100% of their funds for FY14.

Scores and Appeals

Following Preliminary Scores, agencies have the opportunity to appeal any of the scores received. It should be noted that the appeals process differed from previous years and reflected the updated process outlined in Article 13 of the CoC Governance Charter. As such, appeals were first due to All Chicago on March 24, 2016, with 111 total appeals received. Leadership staff of All Chicago, along with members of the Service Providers Commission and the Lived Experience Commission, reviewed all initial appeals. All Threshold appeals or waiver requests received (16) during the initial review were approved. Following the initial appeals review, final scores were sent to agencies on April 7, 2016.

2016 Appeals	Total Received	Approved	Denied
Agency	27	17 (63%)	10 (37%)
Project	84	57 (68%)	27 (32%)

The total number of appeals continues to decline



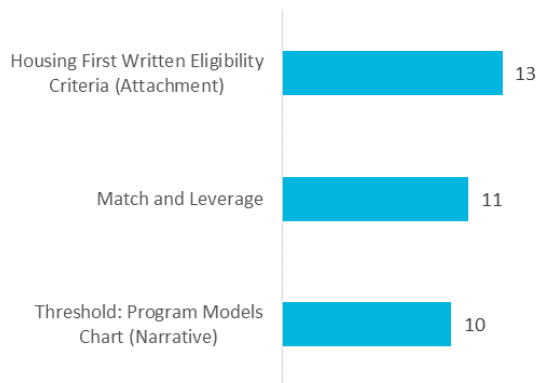
Per the updated appeals process, agencies with appeals denied in the initial review were provided an opportunity to further appeal their scores to the Collaborative Applicant (CA) Committee. The CA Committee received 1 Threshold appeal, which was approved, as well as 7 other Project appeals, all of which were denied. All non-Threshold decisions made by the CA Committee were considered final.

There was a continued reduction in the overall number of appeals from previous years. This may be due to the reintroduction of the TD Policy in 2015, as well as increased emphasis on training and improving the quality of the Instruction Manual. There was also an improvement in consistency and accuracy of scoring, rated higher each year through the feedback survey.

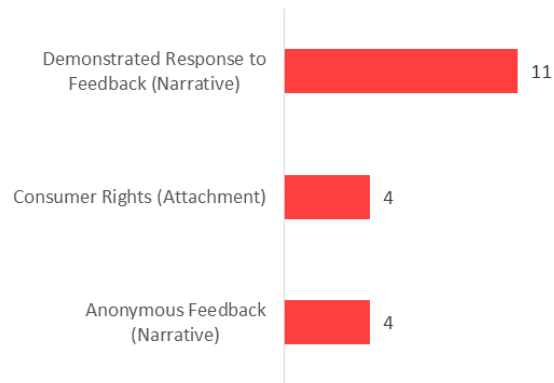
The most commonly appealed questions were:

- “Does the agency regularly receive and respond to feedback from consumers?” (Agency Component, Consumer Focus and Representation, Question 7) and
- “Does the project provide and explain the written eligibility criteria which are in line with the Housing First philosophy to consumers?” (Project Component, Leading Practices, Question 1)

Top 3 Project Appeals



Top 3 Agency Appeals



Recommendations for the 2017 HUD CoC Competition Evaluation Process

- The System Performance and Evaluation Committee should thoroughly review all Submission policies, including the Technical Deficiencies policy, as well as policies related to addressing poor-performing projects.
- To account for anomalies in scoring, as well as strong efforts to provide technical assistance opportunities to low scoring projects, the HEARTH Funding Opportunities Task Group should continue to consider multiple years of scores in the FY16 ranking process.
- The Evaluation subcommittee should continue to review scoring criteria for consistency and fairness, but also further review biases created through scoring criteria for each project type.

Training and TA

- All Chicago should continue to strengthen Evaluation Instrument trainings, as well as offer more specialized trainings, such as those focused on HMIS and performance data reporting.
- Scoring criteria should continue to be emphasized during all trainings, to clearly outline expectations for each response and overall submission.
- The System Performance and Evaluation Committee, should review low scoring areas of the Evaluation Instrument, as well as poor-performing projects, to inform areas of need and improve system performance overall.

Instrument Content

- The Evaluation subcommittee should review highly appealed or problematic questions, such as the Consumer Focus and Representation section of the Agency Component, as well as specific questions within the Project Operations, Leading Practices, and Project Performance and Consumer Outcomes sections of the Project Component.