



2018 Evaluation Instrument

Advanced Training

Presented by: Karen Kowal

February 12, 2018 1:00-2:30pm

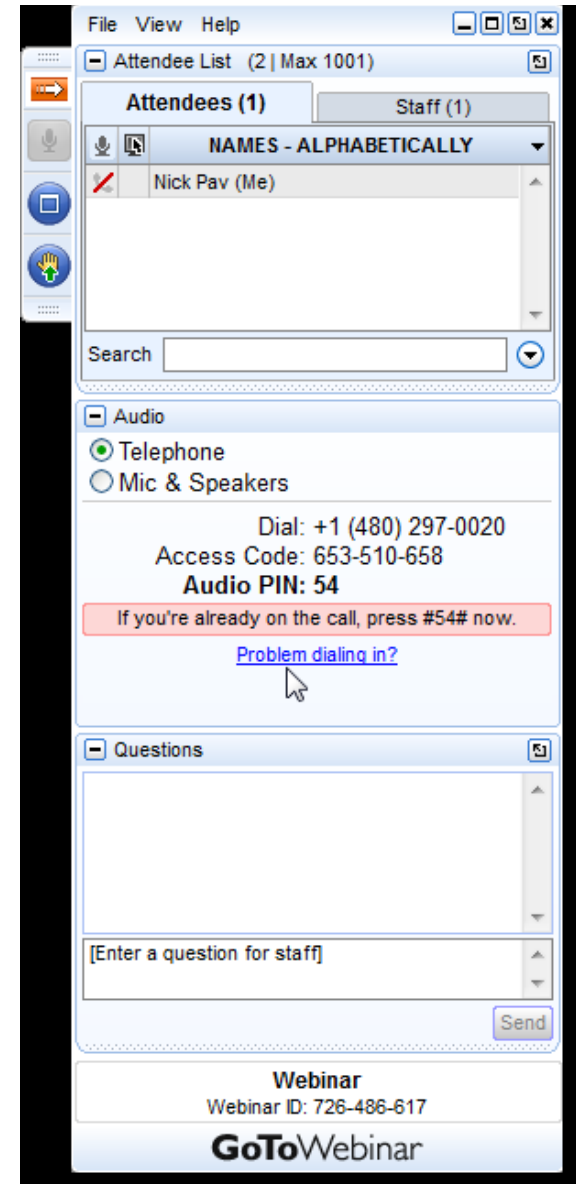
Introductions

Our Team:

- Dave Thomas, Vice President of Community Partnerships
- Karen Kowal, Continuum of Care Director
- Renee Crolus, Senior Program Manager
- Elizabeth Perez, Continuum of Care Program Manager
- Jennifer Fabbrini, Continuum of Care Program Coordinator
- Christophe Valcourt, Strategy and Innovation Associate

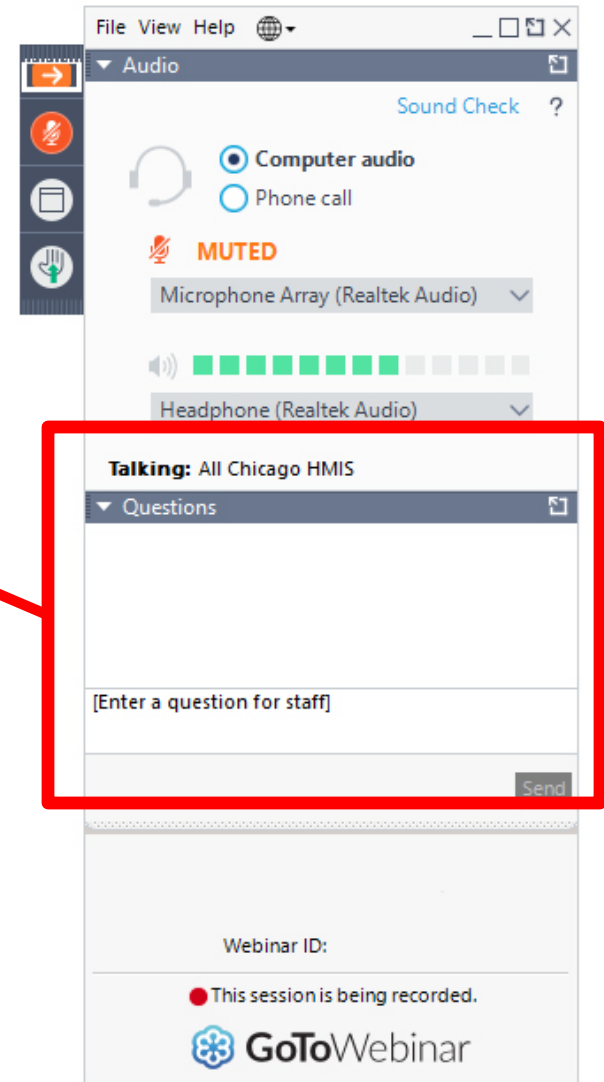
Webinar Housekeeping

- Mute
- Audio Troubleshooting
 - If you are having difficulty hearing us, please join the webinar via phone
 - Click on “Audio” and then click “Telephone”. Please follow dial in instructions
- Questions
 - Use Question or Chat Box



Questions

- All lines are muted
- Use Question Box to submit questions



Training Materials

- All materials are now posted on the All Chicago website:

<https://allchicago.org/COC/COCProgramCompetition>



- Evaluation Instrument PDFs
- Evaluation Instrument Online Submission Links
- Instructions and Other Resources

Training Objectives

To ensure all agencies know and understand:

- What the Evaluation Instrument is
- How it is used to determine funding priorities for Chicago
- How to successfully complete and submit the Evaluation Instrument on time

Evaluation Instrument Context

- The Evaluation Instrument is a tool used by the CoC to evaluate project performance, project operations, and general grant management
- Developed and updated annually by the System Performance & Evaluation Committee (with Evaluation Tool Subcommittee)
- Administered by the Collaborative Applicant for the Chicago CoC (All Chicago)
 - HUD requires that the CA evaluate and monitor all projects

Evaluation Instrument Context

- Local
 - CoC Board of Directors establishes policies and priorities for the CoC and funding process, based on HEARTH Act and Plan 2.0 priorities
 - Ranking Committee (HEARTH Funding Opportunities Task Group) typically utilizes the results in determining ranking priorities
- HUD
 - **CoC Program Competition** NOFA released by HUD outlines national priorities and application requirements
 - Funds are competitively awarded

Evaluation Instrument Context

- System performance Measures
 - Length of time homeless
 - Extent those who exit return to homelessness
 - Thoroughness in reaching those experiencing homelessness
 - Overall reduction in homelessness
 - Jobs and income growth
 - Reducing first-time homelessness

Overview of CoC Application Process

Local Competition Timeline:

Step	Date
Evaluation Instrument Released	2/12/18
Evaluation Instrument Due	3/9/18
Preliminary Scores Released	3/23/18
Deadline to Appeal to All Chicago	4/2/18
All Chicago Responds to Appeals	4/13/18

Step	Date
Deadline to Appeal to CAC	4/18/18
CAC Responds to Appeals	5/9/18
Deadline to Appeal to BOD	5/11/18
BOD Responds to Appeals	5/25/18
Final Scorecards Released	6/1/18

Ranking policies determined by a committee of the CoC Board of Directors (HEARTH FOTG)

Who is Required to Submit?

- **Agencies with a CoC-funded project operating between January 1, 2017 and December 31, 2017, in order to be eligible to apply for renewal in FY18**
 - Includes all LTRA projects, regardless of renewal status
- Any agency not interested in renewing a CoC grant for FY18 must contact All Chicago ASAP
- Agencies do not need to submit an Evaluation for projects not funded in FY17
- If you are unsure if a project needs to submit an Evaluation Instrument, contact CoCPrograms@allchicago.org. Exempt projects have already been notified.

Submission Information

Agency
Component

- One per agency
- Covers information pertaining to the agency as a whole
- <http://bit.do/AgencyComponent>

Project
Component

- One for each CoC-funded project applying for renewal in FY17
- Covers information pertaining to each individual project
- <http://bit.do/ProjectComponent>

Separate links for each component

Submission Information

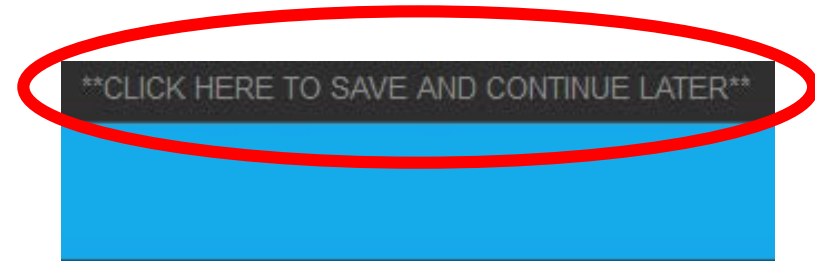
- Online submission via SurveyGizmo.com

The logo for SurveyGizmo, featuring the word "survey" in orange and "gizmo" in blue, both in a lowercase, sans-serif font.

- Paper submissions will not be accepted. For further information, please review the Submission Policies and full Instruction Manual

SurveyGizmo Basics

- Click to Save and Continue
- Enter your email address twice
- ✓ **Check to be sure you have received the email before navigating away from the survey!**



CLICK HERE TO SAVE AND CONTINUE LATER

Please supply an email address to save your progress. A unique link will be emailed to you that will allow you to return to your survey where you left off. You will only need to do this once and can use the same link each time. Be sure you have received the email prior to navigating away from the survey.

Email:

Verify Email:




Save

Cancel



SurveyGizmo Basics

- Save and Continue

 Reply  Reply All  Forward

 Mon 1/25/2016 10:45 AM

CoC Programs <CoCPrograms@allchicago.org>

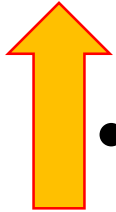
Link to 2016 HUD CoC Competition Evaluation Instrument Agency Component

To Amanda Borta

You have started a 2016 HUD CoC Competition Evaluation Instrument Agency Component.
Your progress so far has been saved. When you are ready to continue with your submission, please click here:

http://www.surveygizmo.com/s3/2459972/2016-HUD-CoC-Competition-Evaluation-Instrument-Agency-Component/?snc=1453432475_56a19e9bc83e73.75678308

We recommend that you save this email with the name of the Agency so that you can easily access the appropriate survey later. We cannot retrieve unique links that have the same instance you will need to begin a new survey.



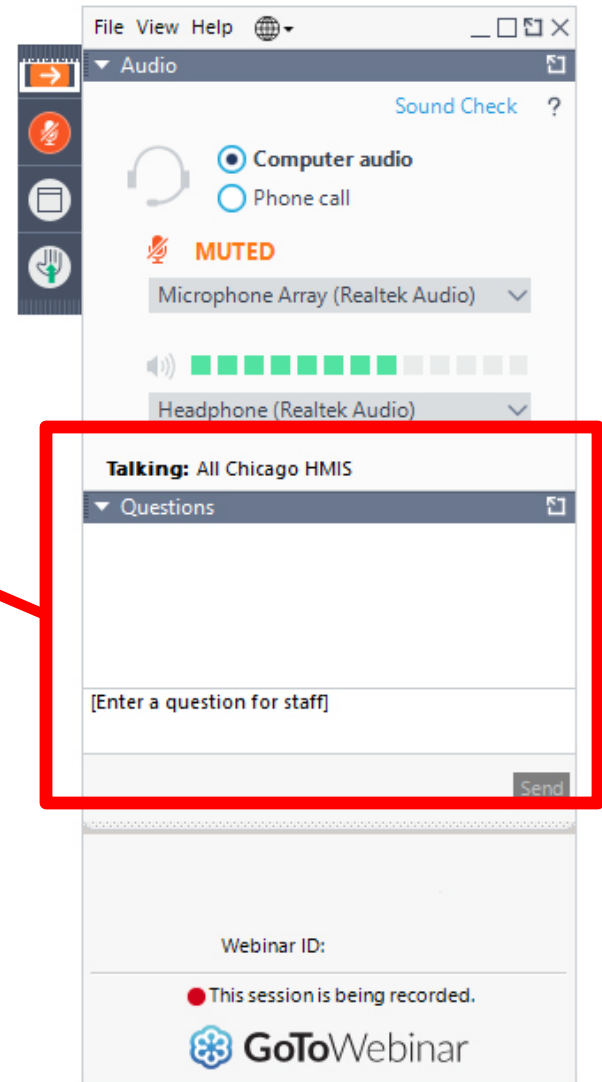
- **Save this email to your computer with the name of the Agency or Project for easier reference later!**

2018 Evaluation Instrument Overview

Evaluation Instrument Section	Points in Agency Component	Points in Project Component	Total Points Allocated
Threshold	No points - Required for Renewal		
Additional Financial Review	No points - Required for Renewal		
Agency or Project Certification and Site Visit Requirements	0	0	0
Agency Governance	4	-	4
Project Operations	-	6	6
Homeless Management Information System (HMIS) Implementation and Data Quality	-	14	14
Consumer Focus and Representation	11	-	11
Project Performance and Consumer Outcomes	-	11 to 31	11 to 31
System Priorities	-	11	11
Totals	15	42 to 62	57 to 77

Question and Answer

- All lines are muted
- Use Question Box to submit questions



What's New in 2018

- Additional financial questions & documentation to facilitate new level of financial risk analysis that will be undertaken by All Chicago as part of the Collaborative Applicant duties
- New Threshold questions in the Project Component (informational this year) to ask if the project participates in Coordinated Entry and is in compliance with HUD Final Rules
- Written discharge policies requirement moved from Project Checklist (unscored) to Project Operations (scored)
- Attachment of 3 Quarterly Data Quality Assessments instead of 4 due to new HUD data standards
- Shift from measurement of “participant” outcomes to “household” outcomes in System Priorities and Project Performance sections
- New informational System Priorities question to determine the percentage of unit vacancies filled through Coordinated Entry

What's New in 2018

- New informational System Priorities question to determine average length of time between match and housing
- Adjusted point allotment in Project Performance section to align with benchmarks.
- Total point amounts vary by project type
- Eliminated percentile scoring method
- Safe Haven projects separated from Permanent Supportive Housing
- New Project Performance sections for Coordinated Entry SSO and CRS projects
- Added a new informational Project Performance question to measure the percentage of adult program participants who have health insurance

Agency Component

✓ Threshold

- **Minimum requirements to be eligible for funding**
- Participation of at least one homeless or formerly homeless individual on the board of directors or other equivalent policymaking entity
- Clean, independent financial audit completed within 9 months of the end of the fiscal year (*agency's most recently completed FY*)
- Single (Uniform Guidance) Audit, if the organization was required to undergo one
 - If not, provide Auditor's management letter, AU 260 letter, and AU 265 letter

Agency Component

✓ Additional Financial Review

- Payroll and overall fiscal capacity
- Need to submit **FOUR** most recent Employer's Quarterly Federal Tax Return - Form 941
- Does the agency annually submit the IL GATA Controls Questionnaire (informational)?

Review **Additional Financial Review** section of the **Instruction Manual** for details

- Documents will be reviewed by All Chicago staff
- If potential issue is identified, agency will be notified and All Chicago may request additional information

Agency Component

IMPORTANT NOTE:

If an agency cannot answer affirmatively to either a Threshold or Additional Financial Review question, a letter of explanation **must** be submitted with your Evaluation submission!

You did not answer Threshold Question 2 affirmatively. Please attach an explanatory letter for review by All Chicago. (1 MB File Size Limit)

Save file as: "Agency Name_ParticipationThreshold"

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First click *Browse*, then select the file from your computer. The file will upload automatically once selected.

Browse...

Agency Component

- ✓ Agency Certification and Site Visit Checklist
 - Checklist of documentation needed if selected for a site visit
 - Not all agencies will answer “yes” to all questions
 - Changes to Grant Management section align with language used by HUD

Agency Component

✓ Agency Governance

- **CoC Committee Participation**
 - Official 2017 membership only
 - Will be verified with committee rosters

1. Does someone from your agency participate as an active member of any of the following committees/work groups/commissions (2017 Membership)? *If Yes, please complete chart below.*

✓ For Yes	CoC Committee/Commission	Name of Member(s)
<input type="checkbox"/>	Chicago CoC Board of Directors	<input type="checkbox"/>
<input type="checkbox"/>	System Performance and Evaluation Committee (SPEC)	<input type="checkbox"/>
<input type="checkbox"/>	HMIS Committee	<input type="checkbox"/>
<input type="checkbox"/>	Membership Committee	<input type="checkbox"/>
<input type="checkbox"/>	Coordinated Access Steering Committee	<input type="checkbox"/>
<input type="checkbox"/>	Taskforce on Homeless Youth	<input type="checkbox"/>
<input type="checkbox"/>	Plan 2.0 Employment Task Group	<input type="checkbox"/>

Yes
 No

1 point for Yes and completed chart.

Responses verified with Committee Rosters and Attendance

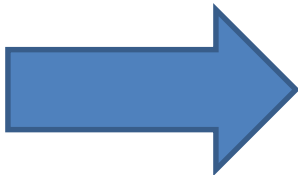
Agency Component

✓ Agency Governance

• Continuous Quality Improvement

2. The agency has standards or policies in place to ensure that continuous quality improvement processes are used to improve project operations for the following:

• Assessment of project performance
• Measurable goal setting
• Data collection and monitoring
• Scheduled review of participant charts
• Correction plans if standards are not met
• Established process for reporting outcomes and performance throughout agency



Agency has attached policy or policies for all of the above (required). See Instruction Manual for details on acceptable documentation.

Agency Component

✓ Consumer Focus and Representation

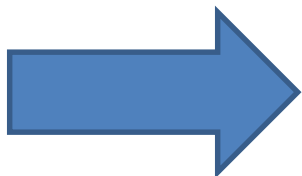
- **Current** participation of homeless or formerly homeless individual on the Board
 - Homelessness experienced within last 10 years only
- **Anonymous** feedback process
 - Important to describe **how the process is anonymous** and **prevents negative consequences** to providing feedback

Agency Component

✓ Consumer Focus and Representation

- **Consumer Rights Attachment:**
 - **ALL ITEMS MUST BE INCLUDED**

✓ For Yes	Consumer Rights
<input type="checkbox"/>	Confidentiality
<input type="checkbox"/>	Non-discriminatory practices
<input type="checkbox"/>	Right to refuse services and have consequences, if any, explained
<input type="checkbox"/>	Prohibition of conflict of interest or code of ethics (as relates to consumer/staff relationships)
<input type="checkbox"/>	Redress and grievance process



Consumer Rights documentation attached (required).

Agency Component

✓ Consumer Focus and Representation

- Agency response to consumer feedback – a **three part question:**

First, select Feedback Process

– Client survey, 2017 Consumer Engagement Session, Other

1. Describe the issue
2. How did the agency resolve the issue or how is it planning to resolve the issue?
3. How will the agency communicate the response to consumers?

Common Mistakes: Agency

- **Incomplete or Insufficient narratives:** Be sure to answer all parts of a question and provide enough detail for the reviewer
- **Attachments missing or incomplete:** Check your attachments to be sure all requirements are met and instructions are followed

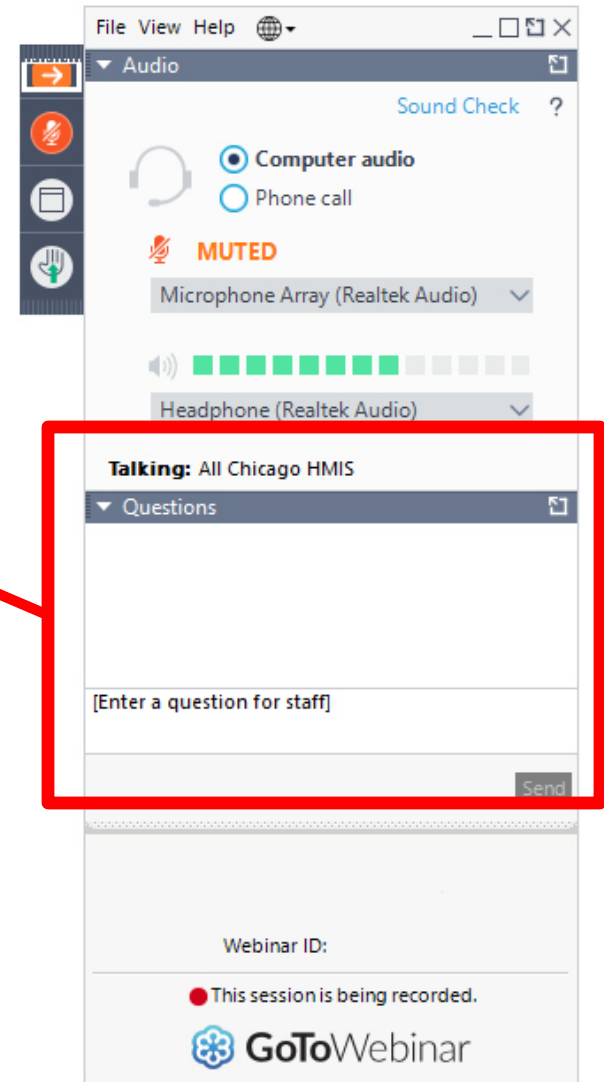
Attachments Overview

Agency Component

Section	Attachments	Notes
Threshold	<ul style="list-style-type: none"> • Audited financial statement (complete package) • If undergone, Single Audit Report (complete package) <ul style="list-style-type: none"> • Otherwise, most recently completed audited financial statement plus auditor's management letter, AU 260 letter ("Auditor's Communication with Those Charged with Governance"), and AU 265 letter ("Communicating Internal Control Related Matters Identified in an Audit") 	<p>Financial statements and letter – must be within 9 months of the end of the FY</p> <p>Audit documents may be in one or multiple attachments</p>
Additional Financial Review	<ul style="list-style-type: none"> • Agency's FOUR most recent Employer's Quarterly Federal Tax Return, Form 941 	<p>941 is a Federal form, <u>not</u> a State form</p>
Agency Governance	<ul style="list-style-type: none"> • Continuous Quality Improvement Policies/Procedures 	<p>Attachments may vary</p>
Consumer Focus and Representation	<ul style="list-style-type: none"> • Consumer Rights document • Consumer Satisfaction Survey (if applicable) 	<p>Must clearly indicate and describe ALL items</p>

Question and Answer

- All lines are muted
- Use Question Box to submit questions



Project Component

✓ Project Information

- Agency Name and Project Name (as they appear on your HUD contract or GIW)
- FY17 HUD Grant Number or most recent HUD grant number
- HMIS ID Number for the Project
- Contact Information
 - Used to populate our CoC Contact list for 2018
 - Primary, Secondary, Other Contact

Project Component

✓ Threshold

- Project Bed Utilization – must be at or above 80% for overall bed utilization **AND** each of the four points in time (*Verified using 2018 HUD Evaluation Report*)

Threshold Questions

	# Beds	# Enrolled	Utilization	# HH Enrolled
PIT1	262	226	86.26%	67
PIT2	262	203	77.48%	56
PIT3	262	204	77.86%	62
PIT4	262	287	109.54%	84
AVG	262	225.7	86.15%	

Project Component

✓ Threshold

- Submission of APR in **Sage**
- Family project requirements – CoC Interim Rule
- **Match** Requirement – 25% (minus leasing costs)

Project Component

✓ Threshold (continued)

- **Housing First** – Does the project follow Housing First principles as defined by HUD?
 - ✓ Moves participants into permanent housing without intermediary steps or a period of qualification
 - ✓ Has removed barriers to accessing housing
 - ✓ Has removed reasons for program termination
- Participation in **Coordinated Entry**
- Compliance with **Final Rule on Gender Equity**
- Compliance with **Final Rule on Violence Against Women Act**

Project Component

IMPORTANT NOTE:

If an agency cannot answer affirmatively to a Threshold question, a letter of explanation **must** be submitted with your Evaluation submission!

You did not answer Threshold Question 2 affirmatively. Please attach an explanatory letter for review by All Chicago. (1 MB File Size Limit)

Save file as: "Agency Name_ParticipationThreshold"

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First click *Browse*, then select the file from your computer. The file will upload automatically once selected.

Browse...

Project Component

- ✓ Project Certification/Site Visit Checklist
 - Minor adjustments

- ✓ Project Operations
 - *Informational*: Submission of APR by established HUD deadline (typically within 90 days of grant end date)

Project Component

✓ Project Operations

- Was the project able to draw down from HUD and expend **100%** of the funds for this project for the grant term that just ended?
 - If Yes, continue to next question.
 - If <100% spent or New Project, must complete 1A and 1B.
 - If project was new, merged, or transfer in 2017, attach documentation demonstrating this status.
 - LTRA projects must complete and will be scored
- *Recapture Spreadsheet*

Project Component

✓ Project Operations (Continued)

- Grant Spenddown Scoring:
 - 98%-100% spent: 4 points
 - 95-97.9% spent or funds reallocated in 2017: 3 points
 - 80% of 3 year average of unspent funds reallocated: 2 points
 - 50-79.9% of 3 year average of unspent funds reallocated: 1 point
 - <95% spent, with no reallocation: -1 point (deduction in score)

New projects (that have not completed first full grant year) will not be scored

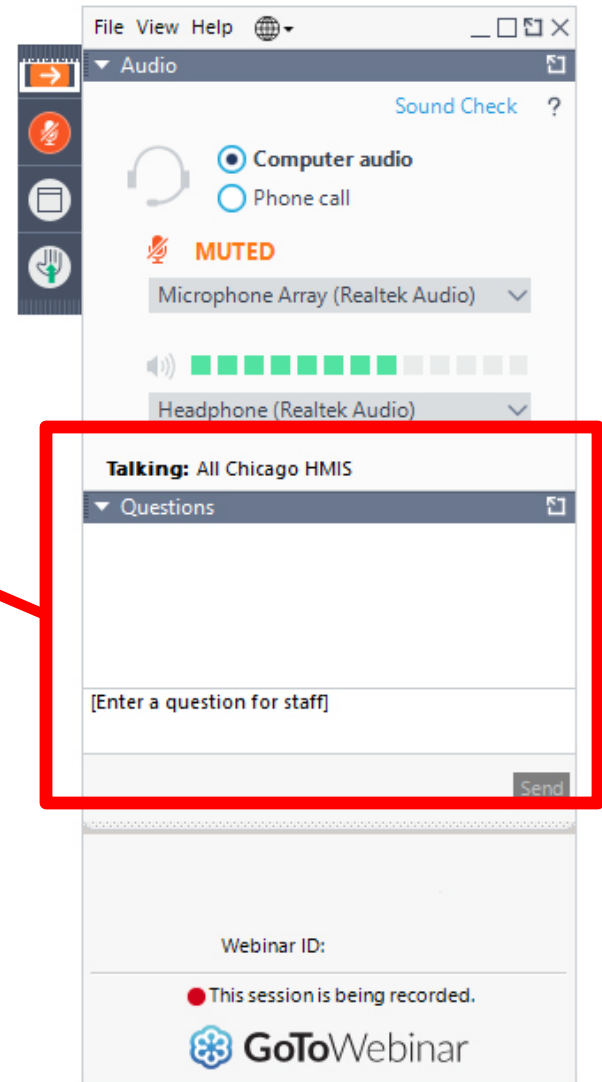
Project Component

✓ Project Operations (Continued)

- **Written discharge policies** must include everything listed. 2 points for Yes to every part (otherwise 0 points)

Question and Answer

- All lines are muted
- Use Question Box to submit questions



Project Component

✓ HMIS

- **Compliance** with requirements of Quarterly Data Quality Assessment
 - Including missing data and child only entries
- Missing data in HMIS – less than 5%
- **All information in HMIS section verified by HMIS Lead and DQ Assessment submissions**

Project Component

✓ System Priorities

- **Serving Chronically Homeless persons**
 - CH Definition updated as of January 2016
 - **Based on HMIS data only** – 2018 HUD Evaluation Report
 - Measured by household
- **Serving Special Populations**
 - Veterans, Youth Head of Household, Head of Household with Disability, or Families
 - Included in 2018 HUD Evaluation Report
 - **Scoring to be based on HMIS data only**

Project Component

✓ System Priorities

SECTION D. System Priorities

1A: How many households have you served from January 1, 2017 to December 31, 2017 that meet HUD's definition of chronically homeless?	2
1B: How many total households did you serve from January 1, 2017 to December 31, 2017	2
Percentage	100.00%

2A: How many households have you served from January 1, 2017 to December 31, 2017 have the following conditions:	i. Have a HUD-defined disability (head of household)	3
	ii. Are youth heads of households ages 14-24	0
	iii. Are families	4
	iv. Are veterans (head of household)	1
2B: How many total households did you serve from January 1, 2017 to December 31, 2017		10

4. How many unit vacancies did you fill during the time period of 9/1/17 to 12/31/17	0
How many households did the project receive from CES during the time period of 9/1/17 to 12/31/17	0
Percentage	N/A
5. What is the average number of days from match to housing?	N/A

- Serving chronically homeless households
- Serving special populations

Project Component

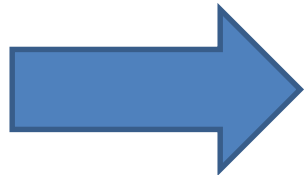
✓ System Priorities

- **Attachment:** Project's Written Eligibility Criteria in alignment with Housing First principles

3. Does the project provide and explain the written eligibility criteria which are in line with the Housing First philosophy to consumers?

*(3 points for Yes and attachment) **

*Attach the project's Written Eligibility Criteria for verification to receive full points. See Instruction Manual for details on acceptable documentation. Save file as: "Project Name_WrittenEligibility" (2MB file size limit) **



Browse...

Project Component

✓ System Priorities

- Percentage of vacancies filled from CES

Number of heads of households with a Housing Move-in Date between 9-1-2017 and 12-31-2017 who have a referral through CES

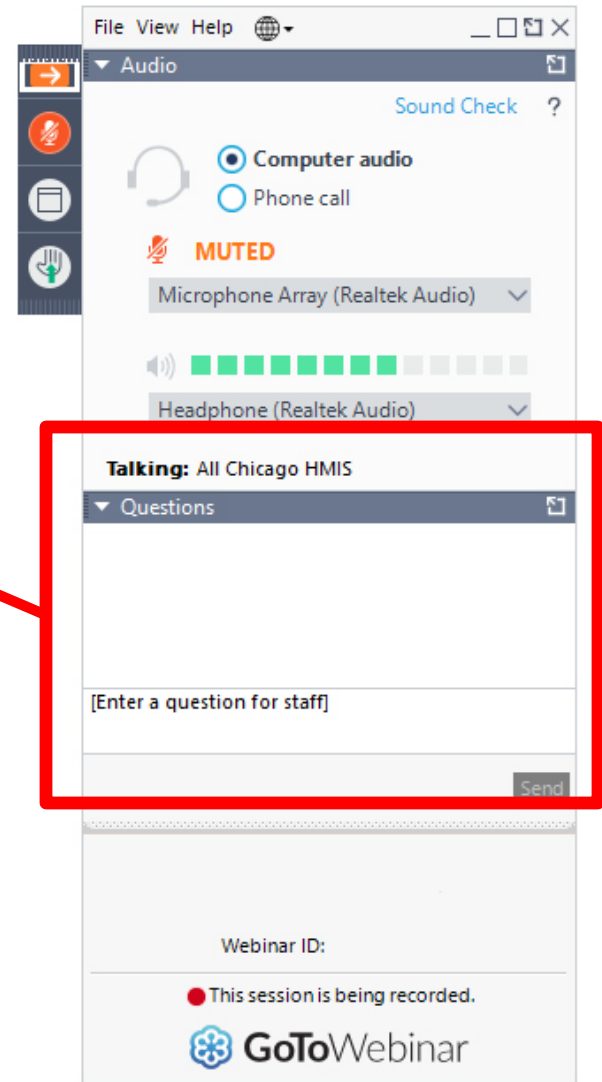
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Number of heads of households with a Housing Move-in Date between 9-1-2017 and 12-31-2017

- Average number of days from match to housing

Question and Answer

- All lines are muted
- Use Question Box to submit questions



Project Component

- ✓ Project Performance and Consumer Outcomes
 - Program types and questions, including benchmarks and outcomes, reflect Program Models Chart
 - PSH and All Projects question are no longer scored based on percentiles
 - All questions scored based on **percent ranges**
 - All projects (other than DV) will be scored using a custom HMIS report: **2018 HUD Evaluation Report**

2018 HUD Evaluation Report

- Your ATA will run the report by indicating the Provider (project in HMIS) and the dates (should already be set to CY17)
- **Find the Tab for your Program Model Type**
- Utilize the data provided to input responses into the Evaluation
- **2018 HUD Evaluation Report Guide** provides more information about each calculation
- Questions may be directed to the HMIS Helpdesk

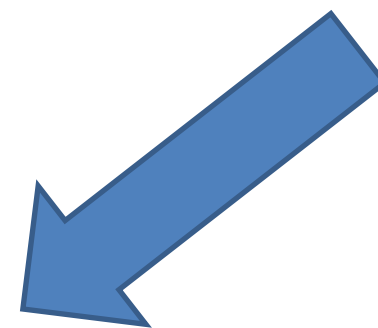
Threshold Questions

	# Beds	# Enrolled	Utilization	# HH Enrolled
PIT1	0	7	Contact HMIS@allchicago.org to create bed lists	6
PIT2	0	7	Contact HMIS@allchicago.org to create bed lists	6
PIT3	0	11	Contact HMIS@allchicago.org to create bed lists	7
PIT4	0	10	Contact HMIS@allchicago.org to create bed lists	6
AVG	0	9.43	Contact HMIS@allchicago.org to create bed lists	

Total number of records for All Participants	11
Total number of records for All Households	2
Total number of records for Adults Only	6
Total number of records for Unaccompanied Youth	0
Total number of records for Leavers	0
Total number of records for Leaving Households	0

SECTION E. Project Performance and Consumer Outcomes

2. Of the households who left the project, what percentage went into permanent housing within 180 days?	%
3. What percentage of households without income at entry obtained employment?	NA
4. Of the households who left the project, what percentage went into permanent housing within 120 days?	%
29. What percentage of households without source of non-cash benefits at entry, obtained non-cash benefits through mainstream resources?	50%
30. What percentage of adult program participants have health insurance?	50%
31. What percentage of households maintained or increased their income through cash benefits, earned income, or combination of both?	80%



2018 HUD Evaluation Report

- Only Agency Technical Administrators (ATA) can run this report
- Projects should review information and determine if data updates or corrections need to be made as soon as possible
- **If you do not have a bed list in HMIS and your project has beds, you must update this information immediately – contact HMIS Helpdesk**
- Projects will be scored on data reflected in HMIS only
- All Chicago will verify all data with HMIS to ensure accuracy of responses
- Some responses require additional self-report

Common Mistakes: Project

- Read and follow all instructions carefully!
- Incomplete attachments (e.g. HUD Evaluation Report)
- Insufficient narratives (e.g. Program Models Chart Threshold)
- Inaccurate self-report (e.g. Project self-reported 20 people remained permanently housed at 6 month follow up, while there were only 10 leavers eligible for 6 month follow up in HMIS)

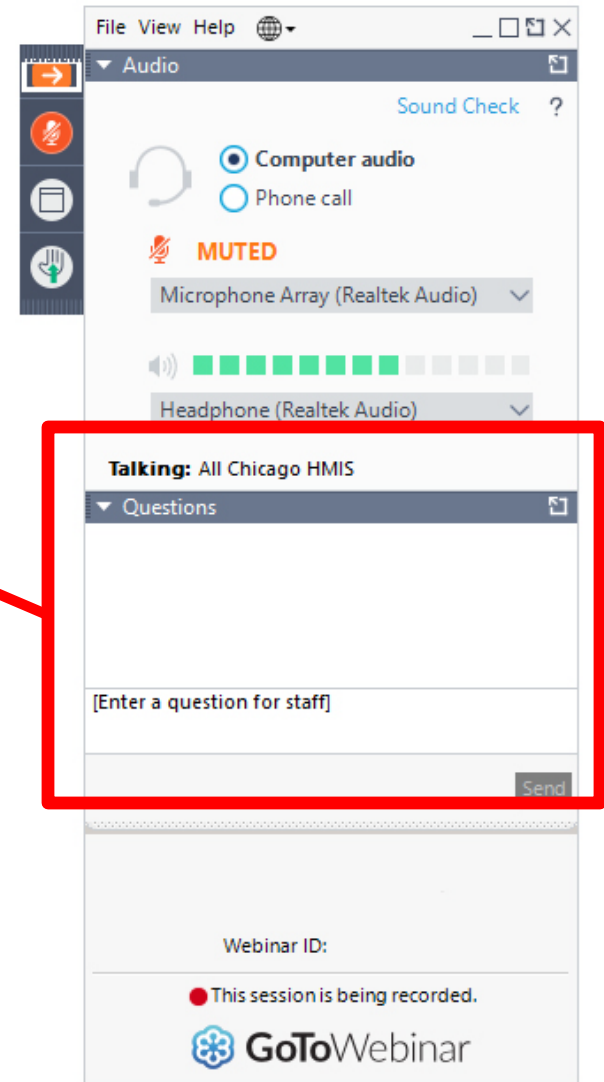
Attachments Overview

Project Component

Section	Attachments	Notes
Threshold	<ul style="list-style-type: none">• Most recently submitted APR (Sage)• 2018 HUD Evaluation Report (Bed Utilization)	<p>LTRA projects should have received a copy of APR from DFSS</p> <p>2018 HUD Evaluation Report will be submitted in the Project Performance section, but applies to several sections</p>
Project Operations	<ul style="list-style-type: none">• 2018 Recapture Spreadsheet• If applicable, documentation demonstrating project is new, merged, or transfer	<p>Follow Instructions included in spreadsheet</p>
System Priorities	<ul style="list-style-type: none">• Project's Written Eligibility Criteria (Housing First)• 2018 HUD Evaluation Report (Special Population and CH)	<p>Attachments may vary; Must be in alignment with Housing First</p>
Project Performance and Consumer Outcomes	<ul style="list-style-type: none">• 2018 HUD Evaluation Report (Performance)	<p>All performance outcomes will be verified using HMIS data</p>

Question and Answer

- All lines are muted
- Use Question Box to submit questions



Submission Information

- Final Review
 - Click link to download PDF of response
 - Ensure all responses are correct (including attachments)
 - If submitted prior to deadline and need to make correction: must re-submit entire component



Submission Information

- Final Submission
 - Confirmation Email sent to address listed under Primary Contact only
 - Save this confirmation email for your records
 - May take several minutes to arrive after submission.
 - Check your Spam or Junk folder. If you do not receive it after 30 minutes, contact CoCprograms@allchicago.org to have the email re-sent

Submission Information

- Tips

- All agencies are encouraged to submit early, if possible, to avoid issues with meeting the deadline
- Only one staff person at a time should access survey and it may be best to designate one person responsible for entering all information
- Review and utilize Instruction Manual when completing the Instrument
- Contact All Chicago staff if needed, with questions not answered in the FAQs or Instructions

Reminder!

- Agency and Project Components are due via online submission no later than:

5:00pm (CST) on March 9, 2018

- Late submissions will not be accepted

Submission Policies

- Paper Submission
- Missing or Late Submissions
- Multiple Submissions
- Probation and Technical Assistance
- Technical Deficiencies policy (Threshold)
- Technical Deficiencies policy (Non-threshold)

Review Information

- All Chicago staff will review over 160 project component and about 50 agency component submissions
- If missing any attachments, a Technical Deficiency notice will be issued and a response is required within 3 business days
- 0.5 point deduction for any missing non-threshold attachment – see Submission Policies for details
- Scorecards will be tentatively issued by March 23rd
- Review your scorecards carefully including any additional notes

Probation and Technical Assistance

- Projects falling below 2 standard deviations will be put on funding probation and will automatically receive a site visit, along with technical assistance.
- Projects scoring below 2 standard deviations again in the following evaluation process may have their funding reallocated by the CoC Board

Appeals Process

- All agencies will have an opportunity to appeal any Evaluation score
- If needed, **contact All Chicago with questions** about your scores before filing an appeal
- All Chicago will review initial score appeals, in accordance with the established Appeals Process of the CoC Charter
- Information and further details on how to submit an appeal will be sent via email with preliminary scores

Final Scorecards

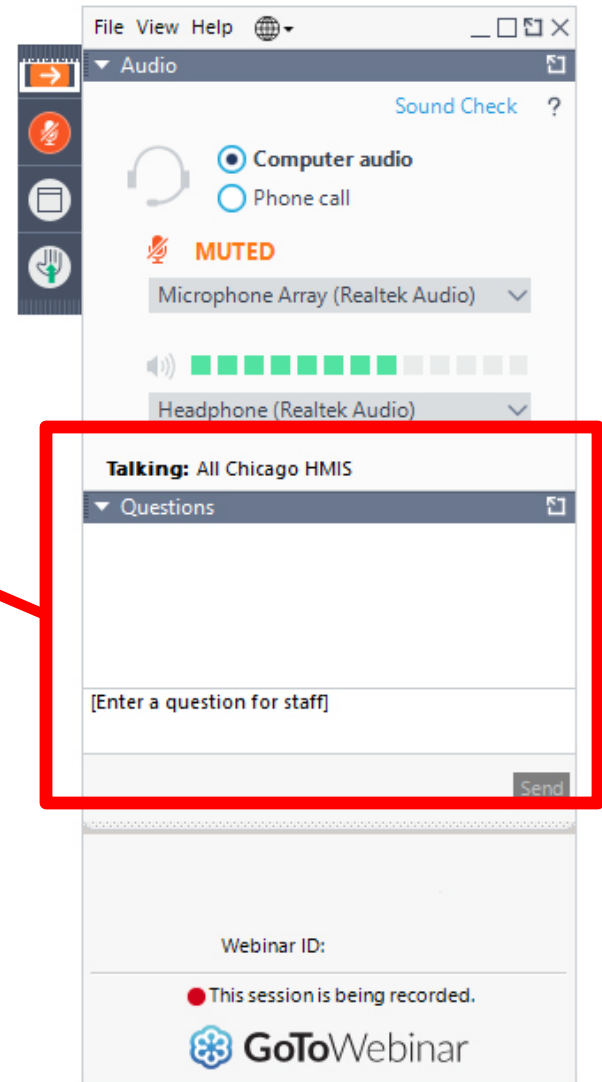
- Should an agency's score be effected by an appeal, a final scorecard will be issued following the conclusion of the appeals process, reflecting the necessary changes
- If no appeals are submitted by your agency, and if no other corrections are needed, your initial scores will be considered final
- Final scores may be used as one of the criteria to determine the CoC's ranking policies

Site Visit Process

- Up to ten projects may be selected for a site visit
- Typically occur May-October
- Will be notified, if selected, at least 30 days before the site visit
- Additional information will be provided if selected

Question and Answer

- All lines are muted
- Use Question Box to submit questions



Contact Information

- CoCprograms@allchicago.org (preferred)
- Phone: 312-379-0301
 - Karen Kowal – Extension 43
 - Jennifer Fabbrini – Extension 30
- Business hours are from 9am to 5pm Monday through Friday. Please allow 24-48 hours for a response

Thank you!

REMINDER:

Agency and Project Components are due via
online submission no later than:

5:00pm on March 9, 2018