



Chicago Continuum of Care Board of Directors Meeting  
Virtual Meeting  
October 29, 2021  
2:00 – 3:30pm  
Agenda

Register to Attend: <https://us06web.zoom.us/meeting/register/tZEqcuCrrz4rH9EFO60qgruFoJOWpEbRbRjr>

Please note, there will not be a public comment period at this meeting, however, public comments can be made via this survey: <https://survey.alchemer.com/s3/6588291/CoC-Board-Public-Comments-2021-NOFP>

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|------|---|---------|
| I.   | Welcome & Roll Call – Richard Rowe, Chair   | 2:00 pm |
| II.  | <input checked="" type="checkbox"/>  CoC NOFO Ranking Policies | 2:15 pm |
| III. | <input checked="" type="checkbox"/>  New Projects              | 2:45 pm |
| IV.  | Adjournment – Richard Rowe  | 3:30 pm |

= Voting item

 = Document included in Board packet



## Ranking Policies Recommendation Overview

The Chicago Continuum of Care (CoC) Ranking Policies Committee met from April to September 2021 to craft a set of recommendations regarding FY 2021 Ranking Policies. A draft of the FY 2021 Ranking Policies was published for public comment during September. The Committee included feedback from the public comment and from the FY 2021 HUD Continuum of Care (CoC) Notice of Funding Opportunity (NOFO) competition to finalize their recommendations. The recommended ranking order is as follows:

1. System-level Projects
  - a. Renewal Coordinated Entry-Supportive Services Only (CE-SSO)
  - b. HMIS
2. Renewal Housing Projects by average 2 years of the local evaluation score.
  - a. Consolidated applications ranked in the position with the highest scoring project in the consolidation.
  - b. Transition grant projects ranked above all other renewals.
  - c. Renewal grants without a local evaluation score ranked above all other renewals.
3. New Projects
  - a. System-level projects
  - b. Youth-dedicated projects
  - c. DV Bonus projects
  - d. PSH projects

This ranking order would place all renewals in Tier 1, with a small amount left in Tier 1 for new projects. The remaining projects would be in Tier 2.

Including equity components is a priority of HUD and the Chicago CoC. The Ranking Policies Committee did not identify ways to incorporate equity into the 2021 Ranking Policy recommendations because they felt like deciding on what equity components are priorities for the Chicago CoC should be a more thoughtful CoC-wide conversation, closely tied with the Racial Equity Line of Action. That said, the Ranking Policies Committee does recommend that the CoC dedicate time over the next 6 months to establishing equity components that could be included in the 2022 Ranking Policies so agencies are aware of what might be coming.

Additional information and context regarding this ranking is outlined below.

## Ranking Policies Committee

The Chicago Continuum of Care's Ranking Policies Committee is the work group charged with:

- Developing ranking proposal for HUD Continuum of Care (CoC) Funded projects for CoC Board consideration and approval.



The Ranking Policies Committee included active participation from two service providers (that do not receive any CoC program funding), two Youth Advisory Board members, two Lived Experience Commission members, and three at-large members. The Ranking Policies Committee was staffed and supported by All Chicago.

### Funding Opportunity

In the upcoming Notice of Funding Opportunity (NOFO) competition, the Chicago CoC may apply for up to \$78,277,971 for renewal projects, \$3,913,899 for New Bonus Projects, and \$5,000,000 for Domestic Violence (DV) Bonus Projects.

Annual Renewal Demand	\$78,277,971
-Reallocation Funding within the ARD	\$253,809
New Bonus Project Funding	\$3,913,899
Domestic Violence (DV) Bonus Project Funding	\$5,000,000
<b>TOTAL:</b>	<b>\$87,191,870</b>

### Considerations

To inform and guide its decision-making with regards to the ranking priorities, the Ranking Policies Committee considered the following documents and/or information:

- Chicago CoC’s System Goals
- Chicago CoC’s unit needs projections (gaps analysis)
- Chicago CoC Local Evaluation and Monitoring processes
- Ranking Policies from FY2016, FY2017, FY2018, and FY2019\*
- FY 2021 CoC Program NOFO
- Public Comments from CoC

Based on the information above, the Ranking Policies Committee used the following information to formulate recommendations:

- **Changes in the 2021 Local Evaluation Instrument process:**  
The 2020 Local Evaluation process did not take place due to prioritizing response to the COVID-19 pandemic. Additionally, due to HMIS reporting issues, the 2021 Local Evaluation Instrument tool used the 2019 project performance and coordinated entry scores as the scores for the 2021 Local Evaluation Instrument. The Ranking Policies Committee chose to use a combined average of the 2019 and 2021 Local Evaluation Instrument score for the 2021 Ranking Policies.
- **Implementation of Monitoring and Technical Assistance (TA) protocols:**  
Since 2018, the Collaborative Applicant agency, along with service provider input,

\* FY2020 Ranking Policies were not developed due to HUD release of a non-competitive process



formulated CoC Program Monitoring and TA protocols. The CA began monitoring agencies in 2018, including lower performing agencies identified in the 2018 Local Evaluation process. The intent of the monitoring is to ensure programs are adhering to HEARTH regulations and CoC program rules. If areas of concern are identified, All Chicago provides appropriate TA to help organizations build capacity and strengthen programming which should ultimately improve program outcomes and services for clients. The Ranking Policies Committee reviewed any significant trends in scoring and any TA provided. Because the Monitoring and TA protocols were paused during 2020, more time is needed to see if the TA is having the desired impact and improving project outcomes.

- **Changes in the 2021 HUD NOFO:**

The most significant change in the 2021 HUD NOFO is that HUD designated the Tier 1 for all CoC's to equal their annual renewal demand, thereby allowing CoC's to place all renewal projects in Tier 1.

- **Reallocation:**

The 2021 local evaluation instrument allowed HUD-funded service providers an opportunity to voluntarily reallocate a percentage of their grant(s) back to the Continuum of Care instead of returning unspent funds to HUD. The voluntary reallocation amount was determined by each organization with considerations given to patterns of unspent funds over the past three years. In addition, the Chicago CoC has implemented the permanent involuntary reallocation of funding for chronic underspending policy. This involuntary reallocation process allowed the CoC to capture unspent project funds from HUD CoC programs that are returned to HUD annually. Both voluntary and involuntary reallocation processes allowed for a creation of new HUD CoC projects. The total reallocation amount is \$253,809.

- **Bonus, Including Domestic Violence Bonus:**

The FY2021 NOFO obtains the opportunity for CoCs to select and award projects for Bonus Funding. In FY2021, Chicago is eligible to apply for up to \$3.9 million in CoC Bonus projects, and up to \$5 million for Domestic Violence (DV) bonus funding.

## Ranking Priority Recommendations

Based on the above considerations and rationales, the Ranking Policies Committee puts forth the following Ranking Priority Recommendations for approval by the CoC Board of Directors:

- **Coordinated Entry-Supportive Services Only (SSO) and Homeless Management Information System (HMIS):**

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*\* FY2020 Ranking Policies were not developed due to HUD release of a non-competitive process*



The Ranking Policies Committee determined that the Coordinated Entry-SSO and HMIS grants provide necessary resources to improve the capacity of the Chicago CoC to effect system change, improving the efficacy of projects across the city. The Ranking Policies Committee recommends placing these projects at the top of Tier 1. This includes four renewal Coordinated Entry SSO projects and one HMIS project.

- **Renewal Project Ranking:**

All renewal projects to be ranked by the average score of the local evaluation instrument process (2019 and 2021 process) and will be placed in Tier 1.

- **Consolidation Applications:**

The FY2021 NOFO allows agencies to consolidate up to ten grants of the same program model type into one grant. The Chicago Continuum of Care has encouraged consolidation in order to improve grant management and reduce administrative burden for partners.

The Ranking Policies Committee recognized that consolidation may result in increased grant management efficiencies. Therefore, the Ranking Policies Committee recommends that all consolidation applications be ranked with the highest ranked project of the consolidation.

- **Transition Grants:**

Transition grants allow projects to convert from one component type to another component type (for example, from transitional housing (TH) to rapid rehousing (RRH)). There is some evidence that shows that RRH projects are more effective than TH projects and therefore the CoC should encourage transition grants to occur. As a result, the Ranking Policies Committee wanted to rank transition grants above renewals.

- **Renewal Grants without Local Evaluation Score**

Existing renewal grants which have not completed a local evaluation tool due to not operating for a full 6 months will be ranked above renewal grants with a local evaluation score. The Ranking Policies Committee wanted to ensure grants are provided allowed ample time to begin operations and serve the community.

- **New Project Ranking:**

New project applications will be ranked after renewals, with any system level projects first, followed by projects that serve youth, then DV Bonus projects followed by any PSH projects.



## FY 2021 Chicago CoC New Project Recommendations

In FY2021, the Chicago CoC is eligible to apply for new project funding. Funding amounts by category are shown in the chart below.

Reallocated Funding	\$253,809
New Bonus Project Funding	\$3,913,899
Domestic Violence (DV) Bonus Project Funding	\$5,000,000
<b>Total New Funding</b>	<b>\$9,167,708</b>

### New Projects Process and Review Board

As the Collaborative Applicant, All Chicago helps administer a new projects selection process for the CoC. In FY 2021, All Chicago worked with a consultant to administer the New Projects Process. Once All Chicago decided to apply, All Chicago staff recused themselves of attending meetings to avoid any conflicts of interest.

The New Projects Process began in June 2022 and followed this sequence of events:

- Pre-Application Process for New and Expansion Permanent Supportive Housing Projects, through the Housing Homeless Expansion Initiative (HHEI) from June 23 – July 16, 2021.
- Pre-Application Process for New Rapid Rehousing (RRH) and Joint Transitional Housing – Rapid Rehousing (TH-RRH) projects from July 27 - August 10, 2021.
- Application Process (invitation only) for projects selected to move forward from August 20 – September 8, 2021.
- Project Review and Presentation Period from September 8 – October 15.

### FY 2021 Ranking Policies for New Projects

The Ranking Policies Committee recommends that new projects be ranked in the following order by categories. If there are multiple projects within each category, the New Projects Review Board will rank order the projects.

1. System-level projects
2. Youth-dedicated projects
3. DV Bonus projects
4. PSH projects

The project(s) at the top of the New Project Ranking will received reallocated funding, up to the total amount, before moving into the New Bonus Funding allocation.

### New Projects Review Board

The New Project Review Board consisted of 10 members from the following CoC Stakeholder groups: the Lived Experience Commission, Youth Action Board, Chicago Funders Together to



End Homelessness representatives, Corporation for Supportive Housing staff, Alliance to End Homelessness in Suburban Cook County staff, and UChicago Urban Labs Staff.

### New Projects Recommended for Funding

The New Project Review Board is putting forth 9 new projects for funding out of 11 that applied. Project summaries and dollar amounts are found in the next section.

Following the Ranking Policies Committee’s recommendation, the new projects would be ranked in the following order.

Ranking Order	CoC Project Type	Agency	HUD Project Type	Project Requested Total	New Project Review Panel Budget Recommendation	Difference from Project Request	Difference from Prior Recommendation
1	System Level	All Chicago	Chicago Rents	\$619,811	<b>\$400,000</b>	\$(219,811)	\$(219,811)
2	Youth	Kids Above All	TH/RRH	\$271,764	<b>\$543,528</b>	\$ 271,764	\$193,528
3	DV	The Network	RRH and TH/RRH	\$5,000,000	<b>\$4,198,930</b>	\$(801,070)	-
3	DV	Inner Voice	TH/RRH	\$801,070	<b>\$801,070</b>	-	-
4	PSH	Deborah's Place	PSH	\$504,164	<b>\$504,164</b>	-	-
4	PSH	Inner Voice	PSH	\$494,081	<b>\$612,836</b>	\$118,755	\$118,754
4	PSH	The Blvd.	PSH	\$1,068,366	<b>\$1,324,876</b>	\$256,510	\$(343,894)
4	PSH	Sarah's Circle	PSH	\$405,917	<b>\$505,671</b>	\$99,754	\$99,754
4	PSH	Revive	PSH	\$133,285	<b>\$276,634</b>	\$151,668	\$151,668
				<b>Total</b>	<b>\$9,167,708</b>	-	-

### Summary of New Project Applications

1. All Chicago - Chicago Rents
  - a. CE-SSO
  - b. Summary: As a CoC project, Chicago Rents will continue to provide the specialized support needed to identify and engage landlords to be partners in



ending homelessness. By centralizing landlord engagement, Chicago Rents leverages tools (such as a Landlord Risk Mitigation Fund and a centralized database of landlords) that make landlord engagement more robust on behalf of the entire system. The housing units would be available for participants to review, and if chosen, apply for the unit in partnership with the case manager.

## 2. Kids Above All

- a. Joint TH-RRH
- b. Serves youth
- c. Summary: Kids Above All is seeking to add a youth Transitional Housing-Rapid Rehousing component to the Emerge program (Emerge TH-RRH). The program will include ten new units for youth ages 18-24, including clients with children of their own.

## 3. The Network/All Chicago

- a. RRH only
- b. Serves survivors of DV, individuals, and families
- c. Summary: All Chicago would apply for the entirety of the DV Bonus funding allocated to Chicago, or \$5 million. All Chicago would subcontract with agencies experienced with serving people fleeing GBV to carry out the work of housing 200 households at any given time. Given the average size of a RRH grant for GBV agencies, which serves around 40 households at a given time, we anticipate subcontracting with 4-6 partner agencies. All Chicago would financially support The Network (outside of the DV Bonus Funding) for helping carry out programmatic design elements to ensure the partner selection and contracting process are tailored to meet any special needs of agencies who are new to housing. The Network would also provide technical assistance and training with All Chicago to agencies interested in applying for funding, as well as projects that are coming online. The partner selection and contracting process would be carried out during the first half of 2022, as soon as HUD announces the awards, so that as soon as the HUD contract is processed our partners can immediately begin taking clients. In All Chicago's ESG-RRH program, All Chicago supports landlord and unit identification and rental payments, alleviating those tasks from the RRH partner's role.

## 4. Inner Voice (DV)

- a. Joint TH-RRH
- b. Serves survivors of DV, individuals, and families
- c. Summary: Inner Voice/IV proposes a joint component of TH with 10 units and PH-RRH with 20 units providing services including counseling, advocacy and a 24-hour emergency line for up to 24 months to people experiencing domestic and/or dating violence, sexual assault or stalking. The program is low barrier and applies Housing First and harm reduction strategies and motivational, strength-



based, trauma-informed person-centered case management to assess for needs and provide housing, health and supportive services to people 18+ years of age who are DV survivors.

5. Deborah's Place/IHDC

- a. PSH
- b. Serves chronically homeless, individuals
- c. Summary: The Conservatory Apartments is being developed by the Interfaith Housing Development Corporation (IHDC), a seasoned non-profit PSH developer, in collaboration with Deborah's Place as service provider. IHDC is the project developer and its affiliate, Interfaith Management Services, will be the property manager. 34 of the units will be dedicated to PSH.

6. Inner Voice (PSH)

- a. PSH
- b. Serves chronically homeless, individuals
- c. Summary: The CHI Expansion Program, through 26 master-leased apartments, targets single chronically homeless individuals (as defined in HUD's final rule), 18+ years of age, with a disabling condition such as a diagnosed substance use disorder, a serious mental illness, developmental disability or chronic physical illness or disability. The CHI program moves people experiencing homelessness from the streets or shelters into permanent housing. Each person is referred through the Coordinated Entry System/CES for eligibility. After eligibility criteria are satisfied, an intake is completed, followed by a comprehensive assessment, including a psycho-social assessment. An Individual Service Plan/ISP is then completed in collaboration with the participant, to assist them in overcoming barriers that previously hindered them from obtaining/maintaining permanent housing.

7. The Boulevard of Chicago

- a. PSH
- b. Serves chronically homeless, individuals
- c. Summary: The Boulevard proposes implementation of a Permanent Supportive Housing (PSH) Scattered Site project which will serve 25 individuals annually. Our program model will follow clients throughout the life of their PSH eligibility. We believe in a wraparound approach which will consistently meet the needs of those we serve and enable them to sustain housing in their communities of choice. Inclusive of this is strong advocacy which lends itself to linkage to food pantries, desired social and mental health programs and other services.

8. Sarah's Circle

- a. PSH
- b. Serves chronically homeless, individuals



- c. Summary: Sarah's Circle seeks to add 25 units to its existing Permanent Supportive Housing program to serve single women experiencing chronic homelessness. The PSH team will locate affordable units throughout the City of Chicago based on the clients choice.
  
- 9. ReVive Center
  - a. PSH
  - b. Serves chronically homeless, individuals
  - c. Summary: For many years, ReVive has provided supportive services to people who have experienced homelessness and at risk of returning to homelessness who are living in the Royalton Single Room Occupancy Hotel located just blocks from ReVive's main offices. This project adds leasing dollars for 10 units at the Royalton. The Supportive Services are paid for by a grant from IDHS. The owners of the hotel are rehabbing the building. It is anticipated that in future years, ReVive would apply to expand this project to include more rooms.