2019 CoC NOFA Competition Process
IA BoS CoC Challenges and Opportunities

	Challenge/Opportunity for Improvement	Recommended Actions or Solution	Objective or Anticipated Improvement	Action(s) Required
Planning & Process	Planning and preparation for the CoC NOFA competition is an ongoing, year-round process and series of activities. Yet, it can be challenging to identify resources and establish a plan that is proactive, rather than reactive.	Consider initating a concerted effort to remind/educate the community and CoC (grantees and non-grantees) on the priorities and performance focuses for the upcoming 2021 competition. Establish plan, identify needed resources and launch efforts as soon as possible - preferably in October 2019.	Encourages focused, proactive CoC engagement and participation; provides opportunities for broader conversations, education about the CoC, community needs, project prioritization and potential partnership opportunities related to the CoC program funding and competition.	Activity - new; timeline adjustment
	Public notification and communication activities were largely reliant on existing IFA or ICH list serves, occasionally resulting in minor delays in relaying notices to applicants and/or the larger community.	Consider establishing/coordinating a List Serve pool that can be accessed/activated by the CoC Application Coordinator.	Help ensure the most timely notification and communication possible.	Activity - new
	Several applicants, including renewing applicants and those with new projects or who were new to the CoC application process, did not adhere to key deadlines, seemed confused about responsibilities, or did not fully comprehend or comply with the CoC application process. This resulted in substantial additional resources devoted to "one-off" support for individual agencies with late or missing submissions or supporting documentation.	1) Schedule and implement face-to-face CoC competition forum(s) well in advance of the CoC competition that clearly address key steps, threshold criteria and responsibilities of applicants.1a) Require that renewing and potential new applicants participate in a CoC community forum as a threshold for application submission. 2) Establish and staff workshop/office hours for applicant assistance for the local application process. 3) Establish and staff workshop/ office hours for applicant assistance for the e-snaps portal. 4) Require executive director review and sign-off of the preliminary and detailed timelines as a threshold requirement. 5) Establish policy or guidance on consequences and the appeal process for applicants that do not adhere to the application process requirements, submit late or inaccurate submissions, or are deficient in providing timely supporting documentation.	Provides enhanced opportunities for communication, clarity and understanding regarding CoC expectations and applicant responsibilities. Increases front-end supports and quality assurance opportunities to build and support strong project applications and strengthen the consolidated application.	Policy revision/addition; new activities; timeline adjustment
	Completing DV portions of the collaborative application proved challenging, when drawing solely on DV project narratives submitted in the e-snaps portal. There is potential to improve and expedite responses.	Expand/create new questions within the local renewal/new application portal that more directly align with the narrative sections in the collaborative application (i.e. DV bonus questions, eviction, harm reduction, etc.)	Potential to enhance relevancy of content and serves as a base set of data for the consolidated application; reduces obligation for this information to be provided solely by volunteer writers who may be less familiar with program specifics	Activity - revise application materials and portal
	Narrative from individual project applications is relied upon, in part, to inform development of the consolidated application. In some instances, the task of editing project application narratives, while ensuring content was relevant for the consolidated application, proved challenging and time-consuming.	Establish prescribed character limits in local application to directly reflect the anticipated section in the consolidated application within the e-snaps portal; encourage applicants to refine and consider relevancy of responses.	Potential to expedite consolidated application development and strengthen application - intended to better reflect CoC strengths and improve standing in future competitions	Activity - revise application materials and portal
	A scoring rubric was provided to applicants after applications had been submitted and scored. Providing scoring rubrics to applicants at the time other application materials are provided is standard in some communitites and grant competitions.	Consider providing the scoring rubric to applicants at the time of the competition. This practice can result in stronger and more competitive proposals or applications.	Enhances opportunities for clarity and understanding regarding expectations and applicant responsibilities. Provides additional front-end supports to help ensure strong project applications. Improves quality and relevancy of content available for the consolidated application.	Activity - revise application materials; timeline adjustment

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	Challenge/Opportunity for Improvement	Recommended Actions or Solution	Objective or Anticipated Improvement	Action(s) Required
P l a n n i n g & P r o c e s s	Threshold assurance requirements and consequences were questioned by an agency whose renewal application was determined not to have passed threshold. A renewal project was subsequently defunded due to a threshold deficiency. There is a lack of policy or guidance on a threshold "grace period" or remedies to cure a deficiency.	Review threshold requirements, identify potential pertinent additions, as applicable. Consider establishing a threshold "grace period" and process that allows projects 3-5 business days to remedy threshold deficiencies. Include consequences if deficiencies are not remedied in the required period. Revise Appeals policy to specifically address appeals related to threshold assurances.	Ensure proactive communication about the potential impact(s) and consequences of threshold deficiencies and potential remedies.	Policy addition/revision; timeline adjustment
	Historically, projects have been named by applicants with no consistent naming format. This can result in potential confusion and require extra time during the application review, scoring and management processes. Without an established naming convention, there can be difficulty in identifying specific projects within the e-snaps portal.	Establish a prescribed naming convention for New Projects (and Renewal projects?). Require that applicants utilize naming convention guidelines when finalizing project name(s).	Consistency and improved clarity for the CoC Committee. Expedited application review, scoring and management processes. Provides ease of identification within the e-snaps portal. Supports better use of resources.	Policy and/or revise application materials
	Some projects do not have a physical and administrative presence in the communities/counties to be served.	Consider if a physical and administrative presence is preferred for specific project types and/or should be a requirement, a threshold factor, or in some other way prioritized during the competition. If so, incorporate this factor into the application process.	Helps ensure application demonstrates sufficient planning details for project implementation and support, if funded.	Policy; Activity (revise application materials)
	Opportunities to strengthen the CoC Committee and Grant Review Committee structure	1) Consider adding a minimum of 2 alternates to the Committee(s) to ensure adequate complement and availability for decision-making in the event of unanticipated conflicts. 2) Consider implementing CoC competition training (explanation of funding availability, results of scoring outcomes and potential implications of decisions, etc.)	1) Helps ensure CoC competition continuity, transition and timeliness of decisions in the event a full Committee member is not able to participate due to scheduling or other conflicts. 2) Potential to increase Committees' knowledge and understanding of the competition, and related responsibilities and tasks, as delegated by the CoC.	Policy; New activity; timeline addition
	As an outcome of this year's final rank and review process, there is only one HUD CoC-funded transitional housing project included in the priority ranking and submitted with the consolidated application. Transitional housing is not HUD's highest program priority.	Construct/modify prioritization policy for funding that focuses on permanent housing solutions; consider offering scoring incentives for TH voluntary reallocation into a TH/RRH model or RRH project, i.e. bonus points, higher priority ranking, etc.	Closer alignment between CoC and HUD priorities; potential forto be more competitive in future CoC compeition cycles	Policy; update application materials; include in timeline
	CoC priorities and related criteria for ranking projects were set relatively late in the competition cycle - after the local application processes for both Renewal projects and New projects had ensued.	Identify/create/clarify/communicate priorities and related criteria as early in competition cycle as possible	Improve clarity and manage expectations about CoC priorities and prioritization process; strengthen individual project applications and the consolidated application	Policy; update application materials; include in timeline
	The timeline order of some processes resulted in competing responsibilities and tasks for the CoC Committee and CoC Application Coordinator late in the competition process that could potentially be addressed earlier in the competition cycle.	Consider re-ordering, reprioritizing and/or revising some steps of the application process.	Help ensure appropriate and adequate deployment of resources throughout the competition period.	Timeline adjustment
	Due to pre-filled fields in the e-snaps portal, there seemed to be significant confusion or oversight in entering the correct project start date and end date, and this information was not collected during the local application process. Similary, there appeared to be some applicant confusion regarding acquisition/rehabilitation costs to be entered into the e-snaps portal application.	Modify/update the local application portal process to allow selection of 1 year to 3 year grant types; add the acquisition/rehabilitation line item(s) to budget section of the portal	Enhances opportunities for clarity and understanding regarding expectations and applicant responsibilities. Provides additional front-end supports to help ensure strong project applications.	Activity - revise application materials and portal

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Planning & Process	CoC guidance is lacking or unclear on maximum dollar amount of requests per project or agency, guidelines or limitations for submission of an Expansion project, and the extent to which grants can be consolidated. This lack of guidance can inadvertently result in unanticipated consequences, such as: high concentrations of CoC funding within a small number of agencies or projects; relatively high ranking for Expansion projects associated with a prior New project that cannot demonstrate a full year or two years of outcomes and measurable performance.	Establish a CoC policy stating that any project applying for an Expansion or to be merged must have been operating for a minimum of 2 full program years, assuring that measurable performance can be provided. Cap maximum funding per agency and/or project to avoid monopoly on funding capacity - caveat: IFA to confer with HUD AAQ for clarification	Enhanced parity/equity among competing applicants	Policy addition/revision (following guidance from HUD AAQ response)
Data & Performance	Changes to the NOFA application from prior years may result in the need for the CoC to collect additional information from project applicants after the local application has already been completed and submitted. This year's competition process did not provide a method or opportunity for applicants to address new sections or questions subsequent to the close of the local application process.	Consider supplemental questions to be added in case of NOFA changes after initial renewal application distribution and or approval; these questions would not to be scored	Provides opportunity to enhance responses within the consolidated application, with potential to strengthen the application	Activity - revise application materials and portal
	For some regions of the State, the CoC is challenged with demonstrating chronic population in PSH. This potentially reduces points scored in the competition.	Provide option in application portal to include VI-SPDAT breakdown for population served for supplemental scoring - Renewal applications only. This metric is already included in the application report, with threshold scoring to be established.	Potential to help offset the scarcity of chronic population in some regions and improve success of application.	Activity - revise application materials and portal
	There was a new employment-related data element required by HUD to be addressed in this year's consolidated application. However, the CoC could not have anticipated this and employment as a measure of CoC performance was not included in the local application.	Consider adding an employment focused performance question in the local application that requires a narrative response which holds all points (not auto-scored)	Addresses a specific need from the new consolidated application related to employment data; provides opportunity to strengthen future applications	Activity - revise application materials and portal
	There is an opportunity to ensure more uniform performance measurement and enhance outcomes reporting across non-DV and and DV projects.	Consider instituting a requirement for utilization of a common HMIS-comparable database for DV projects. Align project outcome measures and report elements between HMIS and the HMIS-comparable database.	Helps maintain parity among DV and non-DV projects for renewal competitions, as well as for purposes of coordinated entry.	Policy; Activity (revise application materials)
	Within the current rank and review process, there is no objective measure or tie-breaking method for projects with the same prelmiinary score. Although this was not an issue in the 2019 competition, it could be in future years.	Add data fields to be extracted from competition performance report that will allow the application portal to auto-calculate the cost per client served and cost per client successfully housed per project. Ensure metrics are specific to project type and/or sub-population, as applicable.	Offers optional objective measure for scoring consideration or tie breaking. Can potentially be used with new applicants based on internal or estimated success rate and clients served.	Policy; Activity (revise application materials)

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