

# Big Picture Planning: Using the NOFO Year Off to Rethink Your System

2024 NATIONAL CONFERENCE ON  
ENDING HOMELESSNESS

★ AND CAPITOL HILL DAY ★

JULY 8-10, 2024

WASHINGTON D.C.

#NAEH2024

## Norm Suchar

@nsuchar

*Chief "SNAP'er", Office of Special Needs Assistance Programs, U.S.  
Department of Housing and Urban Development*

## Mary Frances Kenion

@kenionmary

*Vice President, Training & Technical Assistance, National Alliance to End  
Homelessness*

The Notice of Funding Opportunity (NOFO) process will now take place every two years – which will significantly free up Continuum of Care capacity. Hear from Alliance staff and staff from HUD's Office of Special Needs Assistance Programs (HUD-SNAPS) about how you can use the NOFO year off to recalibrate your CoC to develop an effective, efficient, and equitable homeless response system.





# Big Picture: The Transition to a Two-Year CoC NOFO Process

July 2024

One Hundred Eighteenth Congress  
of the  
United States of America  
AT THE SECOND SESSION

*Began and held at the City of Washington on Wednesday,  
the third day of January, two thousand and twenty-four*

An Act

*Making consolidated appropriations for the fiscal year ending September 30, 2024,  
and for other purposes.*

*Be it enacted by the Senate and House of Representatives of  
the United States of America in Congress assembled,*

SECTION 1. SHORT TITLE.

This Act may be cited as the "Consolidated Appropriations Act, 2024".

SEC. 2. TABLE OF CONTENTS.

Sec. 1. Short title.  
Sec. 2. Table of contents.  
Sec. 3. Redesignations.  
Sec. 4. Supplementary statement.  
Sec. 5. Statement of appropriations.  
Sec. 6. Availability of funds.

DIVISION A—MILITARY CONSTRUCTION, VETERANS AFFAIRS, AND  
RELATED AGENCIES APPROPRIATIONS ACT, 2024

Title I—Department of Defense  
Title II—Department of Veterans Affairs  
Title III—Related Agencies  
Title IV—General Provisions

DIVISION B—AGRICULTURE, RURAL DEVELOPMENT, FOOD AND DRUG  
ADMINISTRATION, AND RELATED AGENCIES APPROPRIATIONS ACT, 2024

Title I—Agricultural Programs  
Title II—Farm Production and Conservation Programs  
Title III—Food and Nutrition Assistance Programs  
Title IV—Domestic Food Programs  
Title V—Foreign Assistance and Related Programs  
Title VI—Related Agencies and Food and Drug Administration  
Title VII—General Provisions

DIVISION C—COMMERCE, JUSTICE, SCIENCE, AND RELATED AGENCIES  
APPROPRIATIONS ACT, 2024

Title I—Department of Commerce  
Title II—Department of Justice  
Title III—Science  
Title IV—Related Agencies  
Title V—General Provisions

DIVISION D—ENERGY AND WATER DEVELOPMENT AND RELATED  
AGENCIES APPROPRIATIONS ACT, 2024

Title I—Corps of Engineers—Civil  
Title II—Department of the Interior  
Title III—Department of Energy  
Title IV—Independent Agencies  
Title V—General Provisions

DIVISION E—DEPARTMENT OF THE INTERIOR, ENVIRONMENT, AND  
RELATED AGENCIES APPROPRIATIONS ACT, 2024

Title I—Department of the Interior

SEC. 242. For fiscal years 2024 and 2025, the Secretary may issue a 2-year notification of funding opportunity, including any alternative procedures or requirements as may be necessary to allocate future appropriations in the second year, for the award of amounts made available for the continuum of care program under subtitle C of title IV of the McKinney-Vento Homeless Assistance Act ([42 U.S.C. 11381 et seq.](#)), notwithstanding any conflict with the requirements of the continuum of care program.



# Program Fidelity Performance Analysis Racial Equity Partnership



# Program Fidelity

Housing-First-Assessment-Tool - View-only


File Home Insert Share Page Layout Formulas Data Review View Help Draw

Search for tools, help, and more (Alt + Q)

Font: 12, Bold, Italic, Underline, Color, Background Color, Text Color, Wrap, Merge, General, \$, %, .00, .00

F49

A B C D E F G



Housing First Standards Assessment Tool

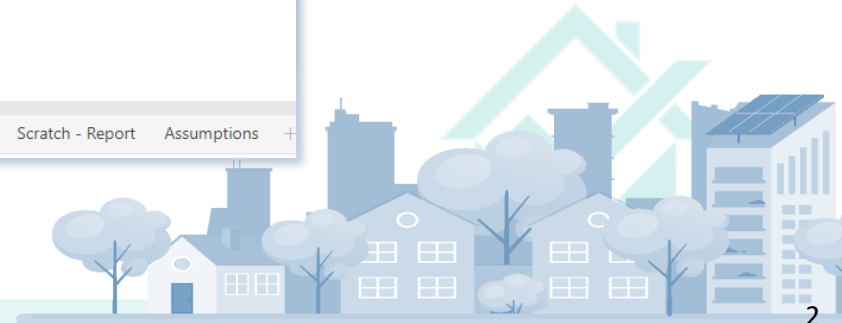
**Overview:** This tool aims to assess and document how closely a housing and service provider adheres to the recommended best practice standards of the Housing First model, in the context of the broader work to implement a Housing First orientation at the system-level. This tool specifically evaluates project-level fidelity to Housing First, which directly impacts a system's fidelity to Housing First. In addition to the universal best practice standards identified in this tool, Continuums should also take into account their local community context and local written standards pertaining to Housing First when assessing projects. A Continuum of Care can use this tool to prompt discussion and to make recommendations for improvement to projects that identify themselves as meeting the Housing First

**Provider Info tab:** The Provider Information tab should be completed *prior* to beginning the assessment. Specifically, the *Project Name*, *Project Type*, *Target Sub-Population served*, and *Date of Assessment* fields need to be completed in order to populate the assessment standards and report summary with questions that are specific to the project type and population. Please complete this section prior to printing any standards for assessment.


**Standards:** The standards have been arranged into the following categories: *Access, Evaluation, Services, Housing, Leases, and Project-Specific*. The "Tab" chart at the bottom of this page describes each of the categories in more detail. Some of the categories are not applicable for all project types, and those standards do not need to be completed, (see "Project Type/Applicable standards" chart for the list of which standards need to be completed for each project type.)

Project Type	Applicable Standards
Coordinated Entry	Access & Evaluation; Project-specific
Street Outreach	Access & Evaluation; Project-specific
Emergency Shelter	Access & Evaluation; Service & Housing; Project-specific
Transitional Housing	Access & Evaluation; Service & Housing; Leases; Project-specific
Rapid Rehousing	Access & Evaluation; Service & Housing; Leases; Project-specific
Permanent Supportive Housing	Access & Evaluation; Service & Housing; Leases; Project-specific

Instructions Provider Info Access & Input Leases Services & Housing Project Specific Report Summary Scratch - List Scratch - Report Assumptions



# Program Fidelity



Housing First Standards

For each standard, please use the drop down boxes in the three columns to the right to select "Not at all" or "Sometimes" or "Always". Marking "Always" signifies full compliance for the standard.

Standard	Services Definition / Evidence	Say it	Document it	Do it
Services 1	<p>Projects promote participant choice in services</p> <p>Participants are able to choose from an array of services. Services offered are housing focused and include the following areas of support: employment and income, childhood and education, community connection, and stabilization to maintain housing. These should be provided by linking to community-based services.</p> <p>Optional notes here</p>	Please select answer	Please select answer	Please select answer

## Housing First Assessment Tool - HUD Exchange



# Performance Analysis

**Measure 7b1:** Successful housing placement to a permanent housing destination from Emergency Shelter, Transitional Housing, Safe Haven, or Rapid Re-housing projects.

To view the list of “Permanent Housing” options, please see the [HMIS Data Manual](#).

National Averages for Measure 7b1:

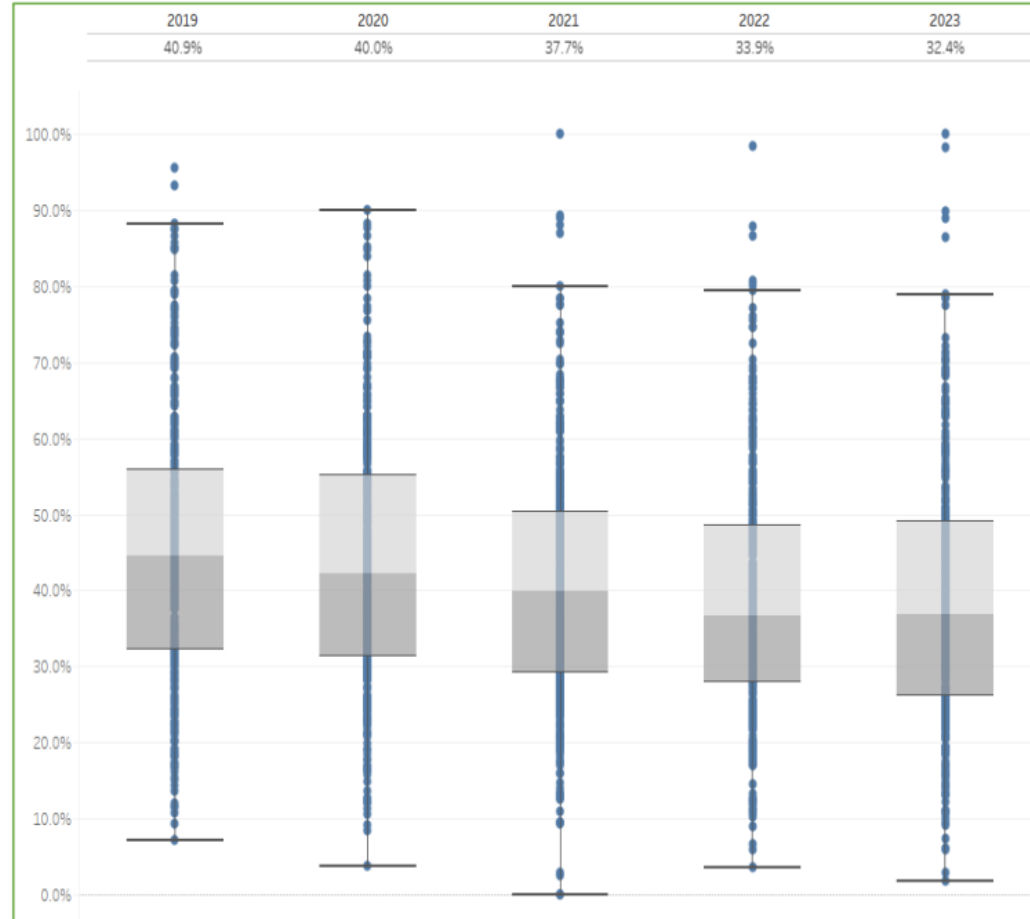
2019: 40.9%

2020: 40.0%

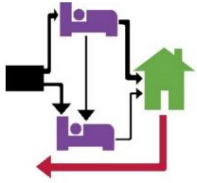
2021: 37.7%

2022: 33.9%

2023: 32.4%



# Performance Analysis



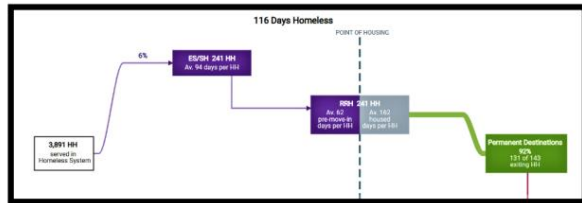
## STELLA P PATHWAY IMPACT INSIGHTS GUIDE

*This guide explains the logic of pathway insights and how to use them to understand system performance.*



### WHAT'S A PATHWAY?

A **pathway** is distinct combination of project types in which a household has been enrolled during the report period, including any continuous (i.e. unbroken by a period of 7 days or more) enrollments prior to the start of the report period. The pathway is defined by the project types included, which the household may have experienced in any order, including multiple enrollments in the same project type.



2018



67%

Exited to permanent destinations

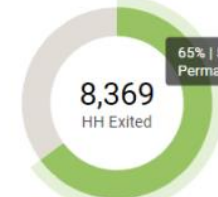
2019



66%

Exited to permanent destinations

2020



65%

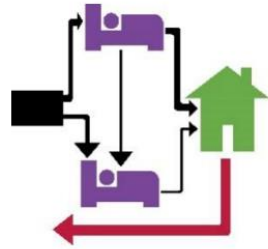
Exited to permanent destinations

65% | 5,430 HH  
Permanent Destinations





# Racial Equity



## STELLA P RACE AND ETHNICITY ANALYSIS GUIDE

July 2023 Update



### What is Stella Performance?

Stella is a web-based analysis and strategy tool that helps CoCs to understand how their system is performing. The Stella Performance module (Stella P) has dynamic visuals of CoCs' [Longitudinal System Analysis \(LSA\)](#) data from HMIS. Stella P illustrates how households move through the CoC's homeless system, and highlights disparities in how the system serves different race and ethnicity groups.

### How can I access Stella P?

Stella P is available to all CoCs through the HDX 2.0. Information about how to access Stella P can be found in the [Stella P Quick Start Guide](#).



# Racial Equity

Image 5. Bar chart

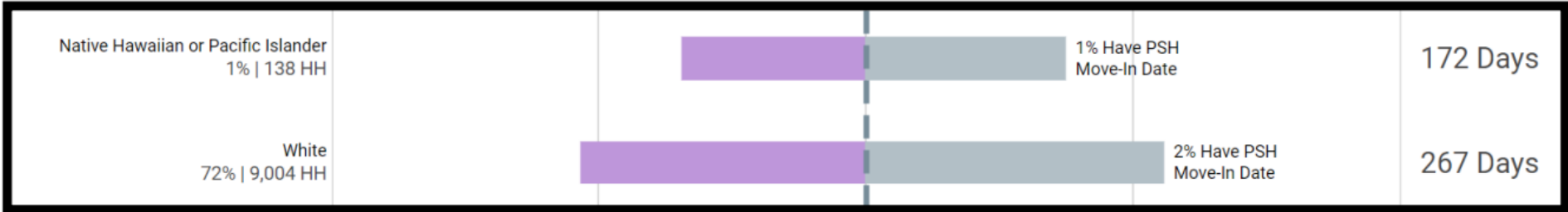
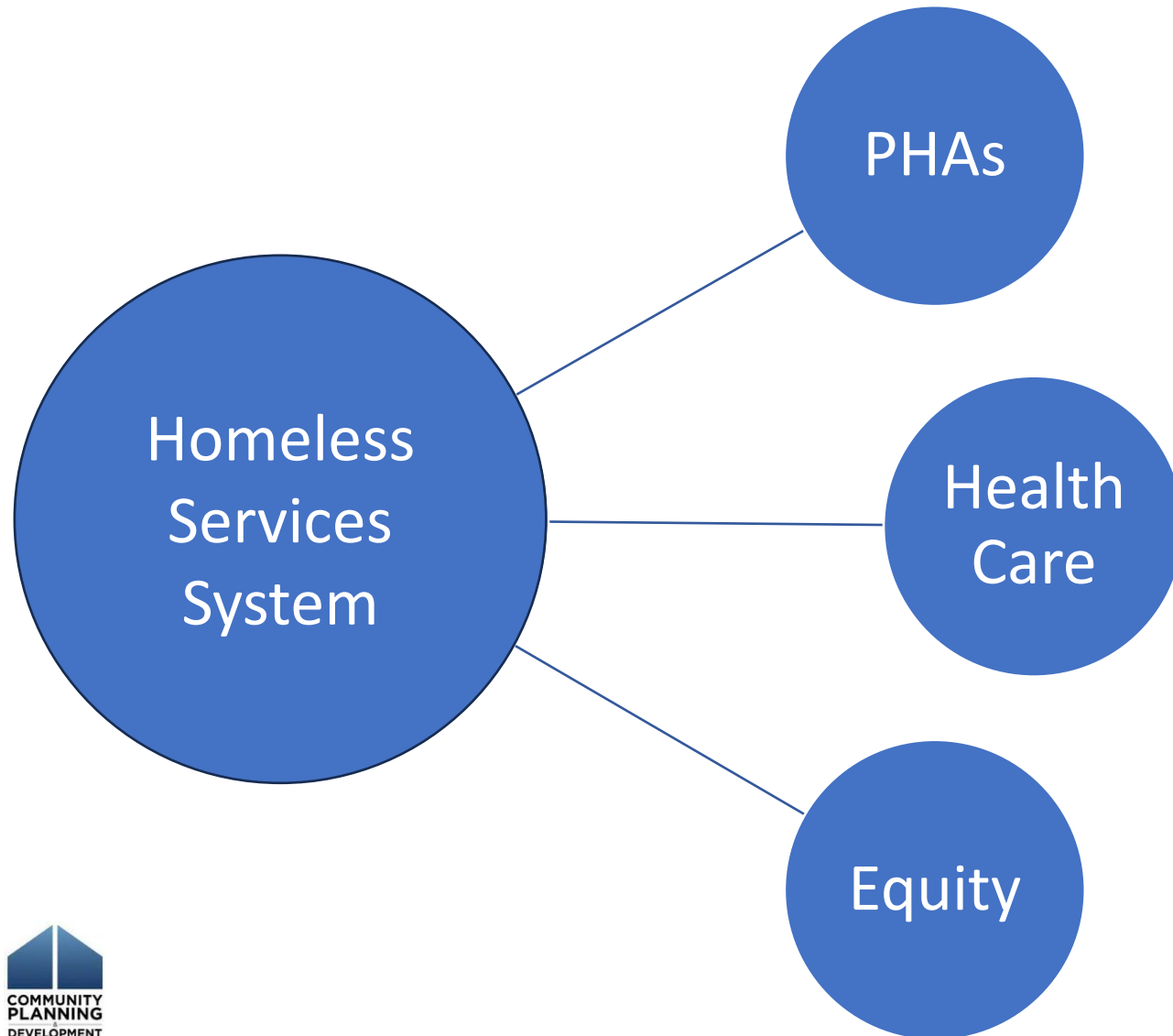


Image 7. Bar chart



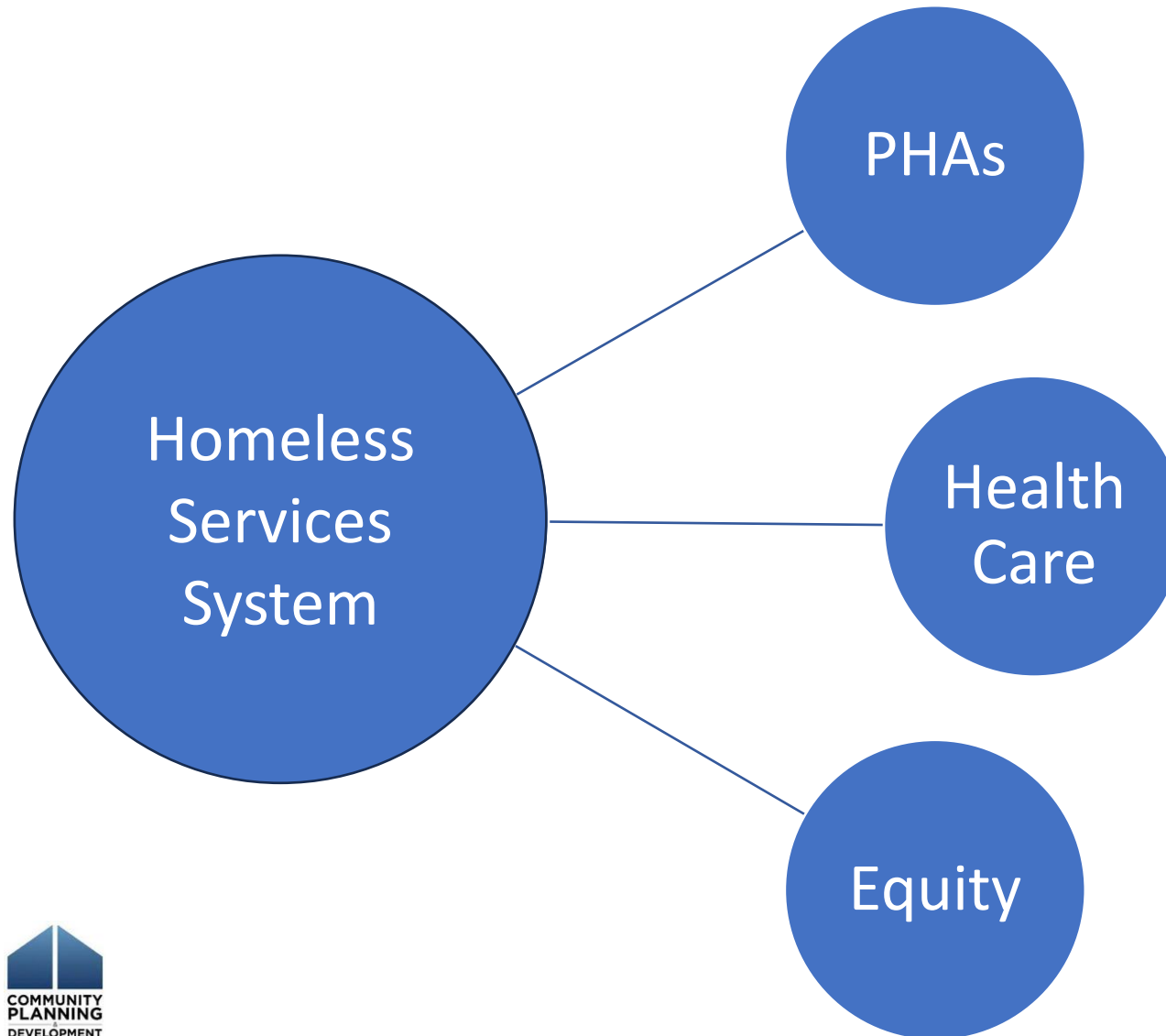
# Partnerships

---



# Partnerships

---



Consider Resources  
AND Process

Streamlining access is  
as important as gaining  
access



# Notes

---

Review the performance and program fidelity of projects in off years to provide performance feedback.

Set and communicate specific performance expectations, especially with respect to the number of people who move into permanent housing.

Engage in project improvement plans to improve fidelity, performance, and equity.



# Notes

---

Strengthen and streamline the partnership with PHAs to ensure that more people experiencing homelessness are quickly housed.

Look for process improvements.

Strengthen partnerships with health care and social service providers to ensure that people experiencing homelessness and moving into housing receive care and services.





# Tips from the Alliance

**The NOFO is an event. Improving your homeless response system is a process.**

*With 12 months in a year, why wait?*



# HUD Homeless Policy Priorities

Priority 1: **End homelessness for all persons.**

Priority 2: **Use a Housing First approach.**

Priority 3: **Reduce unsheltered homelessness.**

Priority 4: **Improve system performance.**

Priority 5: **Partner with housing, health, and service agencies.**

Priority 6: **Promote racial equity and address racial disparities.**

Priority 7: **Improve assistance to LGBTQ+ individuals.**

Priority 8: **Engage persons with lived experience of homelessness.**

Priority 9: **Engage in efforts to increase affordable housing supply.**

**HUD  
HOMELESS  
POLICY  
PRIORITIES**





# Does Your CoC...

- Embed people with current and recent lived experience** of homelessness into all aspects of your work (before, during and after the NOFO)?
- Move with **urgency** but not at the expense of being **equitable**?
- Adhere to **Housing First principles and practices**?
- Help people with the **highest needs**?
- Reduce the number of people experiencing **literal homelessness**? **Number of first-time homelessness**? **Length of time homeless**? Returns to Homelessness?
- Reduce **racial disproportionality and disparities**?
- Increase the permanent housing rate**?
- Create working partnerships** between CoC's, PHA's, Housing Providers, Health Care Providers, including Mental Health Providers? What about culturally specific organizations?
- Collaborate with partners** focused on the needs of older adults, Tribal entities, and the U.S. Department of Veterans Affairs, among others to provide services?



# Aligning the Work

Improving Your System by Aligning it to:



- Include people with lived expertise
- Address racial disparities
- Reduce in-flow into homelessness
- Increase exits to permanent housing
- Decrease average length of homelessness
- Decrease returns to homelessness
- Reduce homelessness
- Increase income for program participants
  - Connect people experiencing homelessness to mainstream resources and benefits



# What do your data tell you?

## **MILESTONE:**

### **Homelessness is rare, brief, and one-time**

Using lived expertise and equity as the foundation, ensure that:

- People in a housing crisis have access to immediate help, including a safe place to go.
- People are not unsheltered.
- People do not spend long periods of time homeless.
- People exit homelessness quickly and do not quickly cycle back into homelessness.

**NOTE:** Quantitative data will tell you what's working or not; qualitative data will tell you how you can fix it.



# NOFO Year Off Activities – CoC Leadership

- The entire CoC universe should not revolve around the NOFO. If you're not already **talking about recalibrating your system to be more effective, efficient, and equitable**, start now!
- **Use your “signals” to improve your System (e.g., HUD priorities, ALL IN, NAEH webinars, etc.)** to determine what your community has, what is working, what is not working, and where you need to fill gaps.
- Conduct annual **monitoring and evaluation** of projects for corrective action *before* the Field Office, state or other funder comes in.
- Provide **ongoing training for the overall system and technical assistance** for specific projects in service of the people experiencing homelessness who must rely on your system.
- **Focus on system and project performance by reviewing data on a monthly, quarterly and annual basis**
  - Project performance should be reflected in systemic performance, and you should have **system-wide benchmarks and standards**
- **Talk about reallocation** early and continuously – develop a strategy as a CoC so there are no surprises
- When front line staff and people with lived experience/expertise tell you what's wrong in the system, **believe them and act!**



# NOFO Year Off Activities – Program Managers

- **Actively participate in year-round conversations about your SYSTEM** – if they are discussed at Board, committee or subcommittee levels ensure your organization is part of these discussions with opportunities for front-line staff.
- **Familiarize yourself with HUD priorities** to determine what is working in your program, what is not working, and where you need to fill gaps.
- Ensure staff are attending **ongoing training for the system** and create learning reinforcement activities for them to apply learnings in real-time.
- Help **identify new members and organizations to join your CoC** – we cannot end homelessness in a silo and without strong partnerships beyond the homeless response system.
- Have a program that isn't aligned with your organization-mission? Just unable to spend down a grant year-over-year? **Consider voluntary reallocation** for the greater good of your CoC's overall homeless response.
- **Focus on your project-specific qualitative and quantitative data.** If you're PSH hasn't had anyone move-on in 5 years, consider identifying folks who are no longer in need of supportive services to gauge interest in transitioning to a long-term subsidy. Rapid Re-housing project taking 90 days from approval to move-in? Establish some incremental goals to decrease the length of time from approval to move-in. **Listen to people with lived experience who are telling you exactly what's wrong with your program.**



# Tying It Together



# Thank you!

QUESTIONS?

