



2006 SuperNOFA Process – Summary Report- Final

Executive Summary

Annually, the Chicago Continuum of Care must submit a competitive application to HUD for its homeless funding. HUD charges each Continuum with setting priorities and need for the community. The Continuum evaluates each application and rank orders applications based on the priorities and need of the community. The Continuum then submits the priority list to HUD for funding consideration. The overall submission has three parts including the Continuum’s application, or Exhibit 1; applicant certifications; and HUD project exhibits.

Chicago’s Funding Allocation

Annually, HUD assigns each Continuum a need amount, which is the dollar expression of relative homeless assistance need assigned to a community or group of communities using US Census Bureau data. For the past 2 years, Chicago was also eligible for a permanent housing bonus that serves exclusively chronically homeless. Additionally, Chicago is eligible for one year of funding for Shelter Plus Care renewals on top of the estimated need amount. In total, Chicago is eligible for an estimated \$44.5 million in 2006.

Estimated HUD Dollars for Chicago

Total Estimated HUD Eligibility	\$44,503,970
Chicago Hold Harmless Total	\$ 34,166,541
Permanent Housing Bonus	\$ 4,255,769
Shelter Plus Care Renewals	\$ 6,081,660

Setting Priorities

The Continuum sets priorities for funding annually, through a comprehensive community process that includes community groups, homeless service and housing providers, and local/state government representatives. The HUD McKinney Vento Committee is responsible for implementing the Board’s program policies, as well as developing the funding policies and application review process for approval by the Governing Board.

Specific funding policy decisions that have been made in the past include:

- To require that programs receiving McKinney funds become consistent with the Plan to End Homelessness or receive a time-limited waiver from this consistency requirement.
- To support the development of new project-based permanent supportive housing through the Supportive Housing Initiative (SHI),
- To place priority on the Homeless Management Information System (HMIS) grant,
- To not give renewal projects that have received HUD funding in the past priority status in the 2006 process. (Such projects must compete with new permanent housing projects.),
- To evaluate and award points based on priorities outlined in the evaluation instrument,
- To reject any documents not submitted by pre-defined deadlines. (It is the responsibility of the applicant to know the appropriate dates.)

Competitively Ranked Projects

On May 25, 2006, the Continuum submitted the Exhibit 1 and 160 HUD project exhibits in a consolidated application to HUD for a total of \$50,271,560.

Acquisition/ Rehab	\$ 730,000
Leasing	\$20,963,832
Services	\$20,706,282
Operations	\$ 6,442,192
HMIS	\$ 303,331
Administration	\$ 1,838,771
Total	\$50,283,128



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A full copy of Exhibit 1 and all application materials are available on the Continuum's website under the Archives section at www.chicagocontinuum.org.

Introduction

This document provides background information on the Chicago Continuum of Care's 2006 US Department of Housing and Urban Development (HUD) funding process. The CCC conducts the annual process in response to HUD requirements outlined in the Notice of Funding Availability (SuperNOFA). Unless otherwise noted, all data contained in this report is self-reported by applicants in their SuperNOFA application materials.

The report is organized into several sections as follows:

1. Background on the SuperNOFA and HUD Funding
2. The Collaborative Effort - Evaluation and Ranking of Projects
3. SuperNOFA Results – Exhibit 1 and Ranked Projects
4. SuperNOFA Feedback
5. Recommendations for 2007

Section 1: Background on the 2006 SuperNOFA Process

Federal agencies issue NOFAs to announce the availability of funds for various programs. HUD consolidates the NOFAs into one document, called the SuperNOFA. The SuperNOFA contains notices for over 30 different HUD programs, including the McKinney-Vento Homeless Act Programs. The Supportive Housing Program (SHP), Shelter Plus Care (SPC) and Section 8 SRO/Moderate Rehab are all part of the McKinney Vento Homeless Act Programs. The SuperNOFA includes information on the application process, eligible applicants and activities, funding availability, and evaluation criteria for each program. HUD published the 2006 SuperNOFA in the Federal Register on March 8, 2006.

To receive McKinney-Vento HUD funding, every applicant must work through a local Continuum of Care. Established by HUD in the early 1990s, the Continuum of Care serves as a planning body for equitable distribution of funding across a specified area. In Chicago, the Continuum of Care encompasses programs and activities within the city borders, and focuses on the SuperNOFA process, as well as the City's 10 Year Plan to End Homelessness. HUD charges each Continuum with setting priorities and need for the community. The Continuum evaluates each application and rank orders applications based on the priorities and need of the community. The Continuum then submits the priority list to HUD for funding consideration.

HUD requires that each Continuum assemble one application for submission to HUD. The overall submission has three parts including the Continuum's application, or Exhibit 1; applicant certifications; and HUD project exhibits. In total, under the 2006 process, the Continuum submitted approximately 2407 pages for one copy of the application. Further details on Exhibit 1 and the submitted projects are provided later in this report.

Chicago's Funding Allocation

Annually, HUD assigns each Continuum a pro-rata need amount, which is the dollar expression of relative homeless assistance need assigned to a community or group of communities using US Census Bureau data. These amounts are used in scoring the "need" rating factor within the Continuum of Care application.

For the 2006 SuperNOFA, Chicago is eligible for a pro-rata share of \$28.3 million dollars, a pro-rata share increase of approximately \$500,000 from 2005. However, a provision exists for communities where the renewal need exceeds the pro-rata, as is true in Chicago. This provision, or the "hold harmless" amount, allows a community to be eligible for the total dollars needed to fund renewals for one year. In 2006, this amount is approximately \$34.1 million dollars for Chicago.

Chicago is also eligible for a permanent housing bonus called the Samaritan Initiative. Under this bonus, Chicago is eligible for up to 15% of the pro-rata share, or approximately \$4.25 million dollars. HUD



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awards the bonus dollars to the number one project on the priority ranking list, and is restricted to exclusively serving chronically homeless persons in permanent housing. For 2006, the Continuum solicited competitive applications and awarded the project to the Roseland Christian Health Ministries. The project will provide project-based and scattered site housing subsidies to 150 clients in Chicago.

Finally, Shelter Plus Care renewals are also a part of the anticipated funding from HUD. This year, as in the past, HUD anticipates awarding one year of funding for Shelter Plus Care renewals on top of the estimated pro-rata need amount. The renewal of Shelter Plus Care projects is a noncompetitive process and does not affect the bonus or pro-rata share. The Continuum expects that in 2006, the Shelter Plus Care renewals total \$6.08 million.

With the above funding combined, the Continuum estimates that the Chicago Continuum of Care is eligible for an estimated \$44.5 million dollars in HUD homeless funds. While this funding may change, due to increases in the Fair Market Rents or additional dollars in the national HUD pool, the Continuum bases its estimates of which projects will be funded under the 2006 process on this number.

Table 1: Estimated HUD Dollars for Chicago

Total Estimated HUD Eligibility	\$44,503,970
Chicago Hold Harmless Total	\$ 34,166,541
Permanent Housing Bonus	\$ 4,255,769
Shelter Plus Care Renewals	\$ 6,081,660

Overview of HUD Funding 2002 – 2006

In examining Chicago's pro-rata share since 2002, Chicago has seen level funding or slight decreases in eligible dollars over the course of four funding years. In 2002, HUD estimated Chicago's pro-rata share at \$30.1 million, while in 2006, HUD estimated the pro-rata share at \$28.3 million dollars.

Table 2: Total HUD Dollars: 2002-2006

SuperNOFA Application Year	Chicago Pro-Rata Share	Hold Harmless Amount	Total Amount in Ranking Projects	Total Amount Awarded to Continuum Projects	Difference in Ranked vs. Awarded
2002	\$30,100,000*	n/a	\$33,674,484	\$33,224,949	- \$449,535
2003	\$30,000,000*	n/a	\$38,105,079	\$32,929,609	- \$5,175,470
2004	\$29,800,000	\$30,507,083	\$41,950,530	\$36,196,612	- \$5,753,918
2005	\$27,800,000	\$34,547,299	\$48,325,701	\$43,759,139	- \$4,566,562
2006	\$28,371,799	\$34,166,541	\$50,271,560	\$44,503,970 – anticipated amount not yet awarded	- \$5,767,590 anticipated amount not yet awarded

**pro-rata share for 2002 and 2003 is an estimated amount as HUD did not publish the pro-rata amounts for each jurisdiction in the Federal Register and is based on the award minus S+C renewals and the permanent housing bonus amount.*

Since the 2004 HUD process, Chicago has been at its full capacity in terms of renewal projects. The burden of funding one year of renewal projects exceeds the pro-rata share making Chicago eligible since 2004 for the hold harmless amount as described above. In addition, there are virtually no new available dollars for new projects over the annual renewal burden, except dollars allocated under the HUD permanent housing bonus.

Table 3 below illustrates that the number of renewal projects has increased over time from 43 projects in 2002 to 127 projects in 2006. This directly affects the number of new projects submitted and funded under the process, as there are less available dollars. In 2002, the Continuum received 23 new projects applications; in 2006, the Continuum only received 10 new applications.



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Table 3: Total Projects Submitted 2002-2006

Year	New Projects	Renewal Projects	Shelter Plus Care Renewals	Total Projects Submitted	Total Projects Funded	Difference Funded - Submitted
2002	23	43	10	76	75	1
2003	22	82	13	117	110	7
2004	12	116	15	143	121	21
2005	7	126	20	153	142	9
2006	10	127	23	160	142 anticipated	18 anticipated

Over the past four years, the number of permanent housing projects funded by the Continuum has also increased significantly. The tables below outline the number of projects and distribution of funding by HUD category over the past four years.

Table 4: Type of Projects Funded in each Year (by HUD classification)

Year	HUD-PH	HUD-TH	HUD-SSO	HUD-S+C	HUD-HMIS
2002	22	28	11	14	0
2003	23	45	27	14	1
2004	45	39	22	15	0
2005	53	49	29	20	1
2006	58	37	23	23	1

Table 5: Total Dollars Awarded by HUD classification

	HUD-PH	HUD-TH	HUD-SSO	HUD Renewals S+C	HMIS
2002	46.2%	34.5%	9.0%	7.2%	3.1%
2003	29.0%	45.7%	16.4%	9.0%	0%
2004	36.2%	40.5%	13.0%	10.3%	0%
2005	42.8%	32.7%	11.2%	12.1%	1.2%
2006	47.7%	27.4%	10.5%	13.6%	.7%

Section 2: The Collaborative Effort – the Evaluation and Ranking of Projects

The work of the SuperNOFA is a collaborative effort of the Continuum staff, City staff including DOH and CDHS, the Governing Board, the HUD McKinney Vento Committee (HMV), and Continuum volunteers.

The Continuum staff provided support to the Continuum's committees, and for 2006, coordinated the efforts for the evaluation and submission of SHP project applications. The Chicago Department of Housing spearheaded the compilation of Exhibit 1 for 2006. The Chicago Department of Human Services directed the HUD application submission for the Shelter Plus Care projects. Both the Continuum and CDHS and DOH City staff, along with HMV Committee and Continuum members, made significant contributions in all areas of the submission.

The Governing Board charges the HMV Committee with developing and implementing the annual SuperNOFA process. For 2006, the Committee formed two subgroups responsible for developing the project evaluation instrument and ranking policies. The HMV Committee oversaw the evaluation and appeals process for all projects. The 28 member Governing Board of the Continuum approves the final policies, priorities, and evaluation instrument for the SuperNOFA process. The Governing Board adopted the evaluation instrument and ranking policies on February 14, 2006.



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Process Timeline

The 2006 SuperNOFA process is a 9 month process for the Chicago Continuum of Care. Table 6 details the timeline outlined for this year.

Table 6: SuperNOFA Process Timeline

Timeframe	Activities
October 2005 – December 2005	<ul style="list-style-type: none"> • HMV Committee meets and develops ranking policies • HMV establishes subcommittee to develop evaluation instrument with hired consultant • Governing Board approves consistency policies for 2006
January 2006	<ul style="list-style-type: none"> • CCC staff conducts consistency review process • CCC staff verify HUD grant amounts and eligibility with renewal applicants • Governing Board reviews evaluation instrument and policies
February 2006	<ul style="list-style-type: none"> • Governing Board approves final evaluation instrument and ranking policies • CCC staff send notification of SuperNOFA process to all applicants • CCC and City staff establish Exhibit 1 work plan • CCC staff and Executive Committee conduct consistency appeals process • CCC holds all continuum meeting including Q&A on evaluation instrument • CCC issues letter of interest process for HUD bonus project
March 2006	<ul style="list-style-type: none"> • Deadline for evaluation instruments – March 16th • CCC staff solicit volunteers to evaluate projects and conduct evaluation process with reviewers • CCC staff and HMV Committee provide training and TA on HUD applications, evaluation instrument • HUD issues 2006 SuperNOFA • Governing Board approves bonus project process • CCC/City staff complete 1st drafts of Exhibit 1 • CDOH conducts housing and service inventory information requests • All agencies receive scores from evaluation instrument
April 2006	<ul style="list-style-type: none"> • Agencies submit appeals for evaluation instrument scores; appeals committee makes final determinations • Ranking completed by CCC staff on April 27th • HUD applications due to CCC and CDHS • CCC and CDHS review HUD applications • CCC and City staff complete additional drafts of Exhibit 1
May 2006	<ul style="list-style-type: none"> • City staff and CCC finalize Exhibit 1 submission • CCC conducts survey of applicants • CCC issues final SuperNOFA report to Governing Board
Summer 2006	<ul style="list-style-type: none"> • CCC staff available to discuss application debriefings and grant extensions

Consistency of Programs Participating in the HUD Funding Process

Beginning in 2004, the Chicago Continuum of Care supported funding for only those programs that are consistent with the Plan in the SuperNOFA process.

All renewals (unless a waiver has been granted) and new programs up for funding for the 2006 SuperNOFA application are expected to be consistent with the Plan. The Program Models Chart (as approved by the Governing Board in 2005) describes the consistent models under Chicago's plan to end homelessness. Those programs deemed consistent or have received a waiver were considered eligible for ranking in the 2006 SuperNOFA application. Those programs found consistent in 2005 were not re-reviewed for consistency in 2006. The CCC requested that programs that have not yet undergone a consistency review submit a consistency review worksheet to the Continuum by January 10, 2006. If the CCC found a program inconsistent with the Plan under the HUD SuperNOFA process, the agency could complete a waiver requesting additional time needed to transition.



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The Waiver Review Committee grants waivers on a one year or multi-year basis, depending on the need of the system and the special situation of the applying agency. Those agencies granted with a waiver are required to submit a progress report toward achieving consistency.

In 2006, 118 of the renewal SHP projects were deemed consistent with the Plan, while 11 are still working toward consistency with the Plan. Of the 11 working on conversion, 5 are expected to be consistent with the plan by the start of next years funding process. The 6 remaining projects are working with the Continuum office to set firm consistency goals by years end.

Evaluation of Projects

The Governing Board charges the HVM Committee with overseeing the HUD application process, including the development and implementation of the evaluation process for all renewal and new grants awarded. In October 2005, the HVM Committee began developing the evaluation tool to be used for the 2006 process. The committee accepted a recommendation that a consultant be hired to develop the evaluation instrument, and task group of committee members formed an evaluation tool task group to oversee the process. Over the course of the next three months, the consultant, task group, and staff, developed a comprehensive instrument to evaluate projects. The HVM committee then presented the instrument to the Board for approval in February 2006.

For 2006, the Continuum established the following eleven priorities to evaluate projects applying for HUD funding. These priorities reflect expressed priorities for the HUD funding and were approved by the CCC Governing Board. For 2006, the priorities included:

2006 HUD Project Evaluation Priorities

Funding Priority		2006 Scoring
Threshold		Minimum standard
1.	Project Performance	20 points
2.	Client Focus and Representation	15 points
3.	Special Populations	10 points
4.	Intake Criteria/Service Delivery	10 points
5.	Leveraged Resources	10 points
6.	Project Operations	10 points
7.	Facility and Program Accessibility	5 points
8.	Housing to Service Ratio	5 points
9.	Participation in HMIS	5 points
10.	Staff Development and Support	5 points
11.	Continuous Quality Improvement	5 points
Total		100 points

In addition, all projects were required to pass threshold criteria. A total of 100 points were possible.

The Continuum received 131 evaluation instruments. The Continuum staff first reviewed each evaluation instrument for threshold. In total, four new projects did not pass the threshold review. Once projects passed threshold, a team of reviewers, comprised of Continuum partners without an application pending, reviewed the evaluation instrument. All reviewers underwent a training held by staff and were required to sign conflict of interest and confidentiality statements prior to beginning their reviews. Teams of 2-3 reviewers examined and scored each evaluation instrument based on the criteria outlined in the instrument. A second team conducted a second review of all instruments to ensure the criteria were uniformly applied. Continuum staff provided technical assistance throughout the review process, however, did not conduct any first reviews of applications.



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Analysis of Evaluation Results

The tables below show an overview of the evaluation results received by projects in 2006.

The renewal project scores ranged from 92 to 15. The average score was 71.01, with the median score at 72. Projects in a competitive funding position scored an average of 74.2 on their instruments. When broken down into quartiles, the range of scores is more varied than in past years. As the table below illustrates, the greatest variance in scores is in the bottom quartile.

Table 7: Range of Scores by Quartile

Quartile*	2006 Range of Scores	2005 Range of Scores	2004 Range of Scores
1	92.02-78.02	90.0-85.0	100-90.9
2	78.02-72.35	85.0-82.0	90.9-87.5
3	72.02-65.02	82.0-74	87.5-83.9
4	65.00-15.00	74-59.5	83.9-62.8

Table 8 below shows that the projects as a whole demonstrated wide variety in average performance on different sections of the survey instrument. On the Client Exit, Special Needs and Housing-to-Services Ratio sections, average scores were at, slightly above or slightly below 50% of total possible points. Average scores on the Representation and Operations sections, on the other hand, were over 80% of the possible total, and on the Facility, Staff Development and Ongoing Improvement sections average scores were over 90%. While this is to be expected for the final section, as it is scored based on completion rather than content, solid overall performance on Facility and Staff Development is noteworthy.

Table 8: Renewal Averages, Standard Deviations, and Variation

	Possible Points	Average Score	Standard Deviation	Coefficient of Variation
Client Exit	10	5.85	3.04	0.52
Client Income	10	7.09	2.44	0.34
Representation	15	12.19	2.12	0.17
Special Needs	10	5.09	3.13	0.62
Flexibility	10	6.84	3.87	0.57
Leveraging	10	6.62	3.52	0.53
Operations	10	8.60	2.04	0.24
Facility	5	4.53	0.97	0.21
Housing-to-Services	5	1.94	2.45	1.26
HMIS	5	3.29	1.72	0.52
Staff Development	5	4.53	0.99	0.22
Ongoing Improvement	5	4.47	1.18	0.26
Total Score	100	71.03	11.75	0.17

The standard deviation column reports a common measure of how tightly the scores are grouped around the average. The overall standard deviation of 11.75 is significantly greater than the 2005 standard deviation of 7.35, indicating that this year's scores were more widely dispersed, and therefore the instrument was more effective at differentiating between relative program performances.

More interesting than standard deviation is the 'coefficient of variation' column, which adjusts the standard deviation according to the size of the average (because a standard deviation of two around an average of three indicates much greater dispersion than a standard deviation of two around an average of 50). A high coefficient of variation indicates that the scores are widely dispersed, while a low variation indicates they are densely packed around the average.

The overall coefficient of variation for 2006 is 0.17, nearly twice the 2005 coefficient that was 0.09. Again, this represents progress in survey technique as it is easier for the Continuum to rank programs when



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scores vary significantly, than when scores are clustered tightly around the average. In the latter case, very small changes in a program's score have a disproportionately large impact on its rank.

The high degree of variation in the Housing-to-Services scores follows from the fact that projects are awarded an all-or-nothing five points on this section. Most of the remaining scores fall into two categories: those that do not vary much, with a coefficient around .20, and those that exhibit greater variation, with a coefficient in the .50 - .60 range. Project scores were most closely packed around the average in the Representation and Total sections. The reason for greater variation in the Special Needs and Flexibility sections becomes clear when we consider Table 2.

Table 9 reports the average scores on each section for different program types. The relatively high scores of the five Safe Haven programs are immediately noticeable. While the strong performance of these programs was aided in part by their high scores on the Flexibility and Special Needs sections – scores that reflect the particular mandate of Safe Haven programs – it is noteworthy that the only section on which Safe Havens scored significantly lower than other program types is Client Exit. This is reflective of the challenges posed by the clients that Safe Havens engage in services.

Table 9: Average Scores by Program Type

	Permanent Housing	Safe Havens	Supportive Services Only	Transitional Housing
Client Exit	5.85	3.40	4.75	6.71
Client Income	7.59	7.00	5.67	7.52
Representation	11.76	12.80	12.38	12.65
Special Needs	6.18	8.80	4.75	4.14
Flexibility	5.72	10.02	7.79	7.36
Leveraging	7.97	7.20	7.75	5.12
Operations	8.52	8.00	9.42	8.69
Facility	4.70	5.00	4.58	4.45
Housing-to-Services	1.67	3.00	0.21	3.16
HMIS	3.03	2.60	3.67	3.63
Staff Development	4.58	5.00	4.83	4.45
Ongoing Improvement	4.33	5.00	4.83	4.61
Total Score	71.89	77.82	70.63	72.51

Additional highlights of the evaluation results include:

- On 19 questions, at least 90% of programs received some points
- There were only 9 questions on which 95% or more of all programs received some points
- All five Safe Haven programs scored at least one point on 35 questions, compared to five questions for PH, 10 questions for SSO and only 3 for TH programs.
- Although there are differences between Permanent Housing and Safe Haven provides in a number of categories, the entire spread between the average total scores for these two categories is covered by Safe Havens' higher scores for serving special needs clients (8.80 to 6.18) and for minimizing intake barriers (10.02 to 5.72)
- 100% of the renewal applicants passed the threshold.
- 85% of respondents employ a direct service staff that adequately reflects the ethnic diversity of their clientele.
- Only 36% and 30% of respondents had adequately representative ethnic diversity among executive staff and board members, respectively.
- 90% of programs received points for employing current or former clients of homeless services
- In 24% of projects, at least 50% of the clients are chronically homeless individuals.
- 77% of projects serve at least one of the identified special needs populations including ex-offenders, families, persons who are disabled, or youth.



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- 65% of programs received a point for accepting all clients regardless of sobriety or history of substance abuse. This data contradicts data from a 2005 survey on intake criteria in permanent housing.
- 36% of programs received the full 5 points for a Leveraging ratio of at least 2:1
- The Continuum leveraged a total of \$67 million dollars in 2006, an increase of over \$15 million from 2005.
- 64% of projects received points for operating at 95% or higher capacity for the calendar year 2005. Only 14% of projects did not achieve a capacity of 90% or higher for calendar year 2005.

Scores and Appeals

The Continuum provided agencies their evaluation scores via email and mail on April 7, 2006. A project could submit an appeal of any score received to the appeals committee. In total, 46 agencies appealed their SuperNOFA results, roughly 82% of all agencies who submitted a renewal project for funding. The appeals committee, comprised of four members without an application pending under the SuperNOFA process, then reviewed each appeal. Committee work included two full day meetings to review the appeals, as well as 40 hours of staff time to prep and complete the appeals process. Agencies received final scores by email on April 25 and the ranking of projects occurred on April 27.

Throughout the evaluation process, the Continuum provided technical assistance and training to all project applicants. At the February 2006 all-Continuum meeting, staff facilitated a question and answer period for applicants and in April 2006, staff conducted trainings on the HUD applications. Staff compiled all questions received into a frequently asked questions email update, and when requested, staff met individually with agencies requesting additional assistance. In total, the staff responded to over 400 requests for assistance in this time period. Staff has offered debriefings and assistance with grant extensions to all applicants beginning in June 2006.

Ranking Policies

In order to distribute our pro-rata need fairly and objectively, the Continuum establishes ranking policies. The ranking policies regarding both renewal and new applications were developed and adopted through a multi-step process. The HNV Committee drafted a ranking policy recommendation for consideration by the Governing Board. The Governing Board reviewed and adopted the ranking policies on February 14, 2006.

The CCC develops its policies for the project priority chart prior to the evaluation and ranking. The HNV develops the draft ranking policies. The Governing Board then reviews and adopts the ranking policies prior to the final prioritization of projects for the SuperNOFA. Staff disseminate the policies at all trainings in and in all materials.

The ranking policies outline each step for prioritizing projects for HUD funding. Programs are ranked based on their score, in the order outlined in the policies. The ranking process is conducted at a public meeting, held this year on April 27, 2006. The Continuum invites any interested applicant or member to attend and observe as the APR Committee applies each policy to all eligible projects.

The 2006 ranking policies for new and renewal projects were as follows:

1. **To be eligible for ranking, all projects, new or renewal, must pass all facets of the application review including:**
 - **Projects must meet all HUD eligibility criteria**
 - **Projects must meet the application deadlines as set by the Continuum**
 - **Projects must be consistent with the Plan or have received a waiver from the Continuum.**
 - **All Supportive Housing Program (SHP) renewal projects must apply for one year of funding. All SHP new projects must apply for two years of funding. All new Shelter plus**



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Care projects must apply for five years of funding. All new Section 8 SRO projects must apply for ten years of funding.

- **New projects proposals must be for permanent supportive housing or permanent housing with short term supports (PHwSS) projects only. The Supportive Housing Initiative (SHI) projects are considered permanent supportive housing projects.**
 - **Proposed projects must be ready to proceed within calendar year 2007. Specifically, projects that involve new construction or rehabilitation must be able to close on the financing for the development of the project and must begin construction sometime during 2007. New projects that propose to use existing units (as is housing) must begin to house homeless clients during calendar year 2007.**
 - **Excluding applicants under the SHI, all new SHP projects must not exceed a total grant amount of \$750,000 for a two-year period. New Shelter Plus Care projects must not exceed \$1,000,000 for the full 5 year grant period, and new Section 8/SRO projects must not exceed \$1,000,000 for the full ten year grant period.**
 - **New projects supportive service line item will be capped at 20% of the new project's total SHP budget. For projects supported under the SHI, funds for supportive services for the entire set aside are not to exceed 20% of the total SHI allocation for 2006.**
2. **The project which captures the full bonus amount under the Samaritan Initiative Bonus Project (approximately \$4.2 million) will be ranked in the #1 position on the project priority chart. The project must meet all HUD Criteria as described in the NOFA and must be ready to proceed in calendar year 2006. The Continuum stipulates that the project will be withdrawn if HUD does not fund the Samaritan Initiative with new dollars.**
 3. **Projects supported under the Supportive Housing Initiative and that meet all application requirements as articulated under #1 will be ranked following the Samaritan Initiative Bonus Project in the next three to six positions on the project priority chart. For SuperNOFA 2006, the total funding request for the SHI projects cannot exceed (\$5 million?).**
 4. **The full amount of the HMIS project will be ranked directly after the last supportive housing initiative proposal. The project must meet all threshold criteria.**
 5. **Following the SHI and HMIS projects, all other projects will be ranked as outlined below:**
 - a. **Projects will be ranked in order of the score received from the Evaluation Instrument. Renewal projects must meet threshold review criteria outlined below.**

Renewal threshold review criteria include:

 - **Compliance with HUD and CDHS funding sources requirements;**
 - **Evidence of a clean audit or plan of action if there are findings;**
 - **Consistency with the Plan and/or have received a waiver;**
 - **Operation at capacity. For shelters, this is defined as CDHS Utilization rate: # of people served per year/shelter nights. For PH, TH and SSO it is defined as 80% of meeting contract goals for service; and**
 - b. **Any project that does not pass threshold review criteria will be ranked according to score.**
 6. **If two projects have the same score, the tiebreaker will be determined by the project's SHP request housing (including leasing and operations) to services ratio. The project with the higher housing to services ratio will be ranked above or higher than the project with the lower housing to services ratio.**



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The application of the above policies resulted in the 2006 project priority ranking list. The Ranking List is provided on the Continuum's website as part of Exhibit 1.

HUD Application Submission

All projects that apply under the HUD process are also required to complete the paperwork of the HUD application and certifications. All applications were due to the Continuum by April 11, 2006. The Continuum received 160 applications for the 2006 SuperNOFA cycle. The Continuum staff reviewed all SHP and SHI applications for eligibility, budget accuracy, and application completeness. Applicants with correctable errors, such as mathematical errors or incomplete charts or forms, received a technical review worksheet with instructions on adjusting their applications. CDHS staff reviewed all Shelter Plus Care new and renewal applications for the same criteria. The Continuum staff estimates that it addressed at least one error in over 98% of the submitted applications.

During the review process, two agencies submitted late applications, therefore, according to the ranking policies, the CCC ranked these projects at the bottom of the project priority list. Three grantees, Catholic Charities, Thresholds, and CDHS-HMIS Project, voluntarily reduced their grants. The CCC then reallocated these dollars to the Supportive Housing Initiative.

Section 3: SuperNOFA Results: Exhibit 1 and Ranked Projects

Exhibit 1

The Continuum's application, or Exhibit 1, details the planning process and activities of the Continuum over the past year including meeting dates, accomplishments, housing activities and beds, and HMIS activities. Exhibit 1 also includes the project information for HUD to distribute dollars and includes a project priority list and leveraging chart. The Continuum is scored on Exhibit 1 and receives funding according to the performance on the grant review.

In total, Exhibit 1 is worth 60 points. Points are awarded as follows:

1. **Organizational Structure – 8 points.** Points awarded based on the extent to which the application demonstrates the existence of a coordinated, inclusive decision making process and that the Continuum has a fair and impartial project review and selection process.
2. **CoC Housing and Service Needs – 12 points.** Points awarded based on demonstrating that a well-defined and comprehensive strategy has been developed which addresses the components of a CoC system.
 - a. **HMIS – 5 of 12 points.** Points awarded based on the extent to which you demonstrates progress in the planning, implementation and operation of an HMIS system.
3. **CoC Strategic Planning – 10 points.** Points awarded based on the existence of a performance-based strategy for ending chronic homelessness and the CoC's progress working with local government to develop and implement discharge planning policies.
4. **CoC Performance – 18 points.** Points awarded based the CoC's progress in reducing homelessness, including chronic homelessness.
5. **Emphasis on Housing – 12 points.** Points awarded based on relationship between funds requested for housing activities and funds requested for supportive service activities. Points are awarded on a sliding scale, based on all applications submitted.

Data from Exhibit 1

Exhibit 1 contains a multitude of information on the Continuum process including data on community involvement, meetings, and performance of grantees. Below are highlights from the Exhibit 1:

- Data in the participation table showed that 177 agencies participated in the Continuum through attendance at an All-Continuum meeting, participation in task group, committee or constituency group, or membership on the Governing Board. Specifically, the Continuum saw the involvement of 17 government entities; 68 nonprofit service and housing providers; 25 faith-based organizations; 15



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funder or advocacy organizations; 2 business sector organizations; 2 hospitals; 14 homeless consumers; 29 constituency groups; 2 research institutions; and 2 individual participants.

- The 160 HUD applicants leveraged over \$67 million dollars in funding ranging from cash match to public or private sources. This represents over 1:1 leveraging for the federal dollars received.
- Performance data for the HUD grantees shows that, on average, over 78% of those residing in permanent housing stayed more than 7 months, speaking to the housing stability of clients once permanently housed. In addition, performance data shows that over 60% of those leaving transitional housing moved to permanent housing situations.

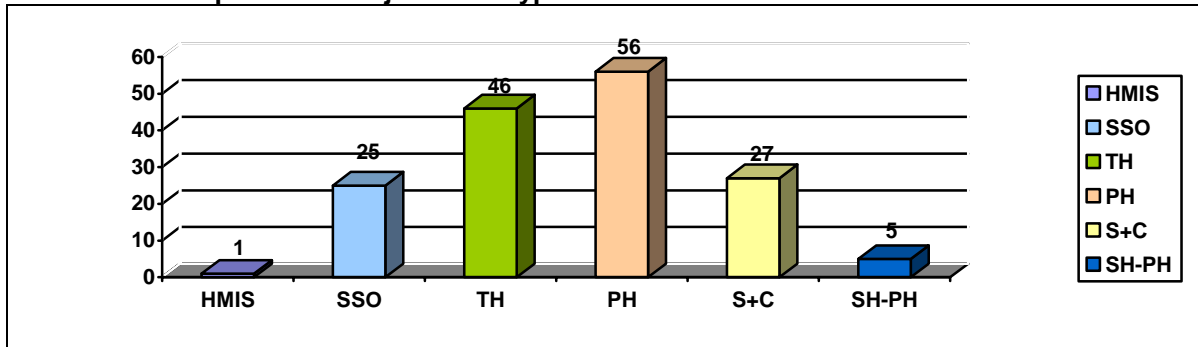
Ranked Agencies and their Project Applications

A total of 133 Supportive Housing Program projects and 27 Shelter Plus Care projects were ranked on the priority list. Six new SHP and four new S+C projects were included in the ranking. This section contains information on all the agencies and projects on the Continuum's priority ranking list.

As in 2005, the projects ranked in the 2006 SuperNOFA application represent a diverse group of agencies. 59 different agencies were ranked in the 2006 SuperNOFA project priorities chart. Over 95% of the agencies are nonprofit agencies with 501(c) 3 status. Only two of the agencies are government entities --- the City of Chicago's Department of Housing and the Department of Human Services.

Exactly 55% of all ranked projects are classified as HUD permanent housing, Shelter Plus Care or Safe Haven projects, while 29% consist of transitional housing projects. The remaining 15% of projects are HUD Supportive Service Only projects.

Chart 1: 2006 SuperNOFA Project HUD Type n=160

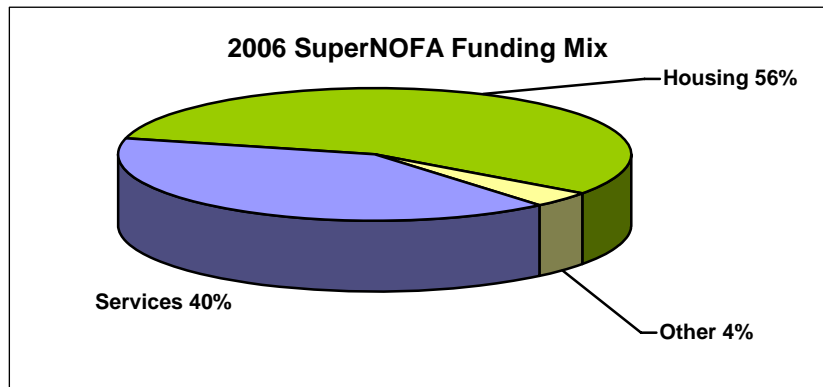


The Funding Mix

For 2006, if all \$50,369,405 million dollars of ranked projects were funded, approximately 40% of all dollars would be for services, and nearly Fifty-six percent of all funding would be for housing costs including operations, leasing, or acquisition/rehabilitation/new construction. Four percent would be for administration and HMIS costs.

The proposed projects range greatly in size. The lowest project in the range is requesting \$26,329 while the highest request totals \$4.2 million dollars. The median SHP request was

Chart 2: 2006 SuperNOFA Funding Mix





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approximately \$224,586, a 4 percent decrease from 2005.

Table 10: Range of Grants

Average grant size	
Maximum grant	\$4,255,769
Minimum grant	\$26,329
Median	\$224,586
Av Number of Beds/project	39

Leveraging

In total, \$67,415,088 in leveraging was committed by provider agencies, at slightly more than a 1.3:1 ratio and up from \$49,329,533 in 2005, a 37 percent increase. Additionally, many projects exceeded their match ratios, providing well over the required match for services, operations, and HMIS line items. Over 75% of the leveraging went to services, with the remaining amount divided between operations, leasing and administration.

Of all the projects ranked this year, 26 brought in leveraging at a 1:1 ratio, and 44 brought in leveraging at a 1.5:1 ratio or better for their 2005 applications. Leveraging sources include local, state, and federal funding, private foundations, individual donors, agency contributions, fundraising, and program fees.

Section 4: The Anticipated Funding Line

Excluding the anticipated non-competitive dollars for Shelter Plus Care renewals, the Continuum has ranked \$44.2 million dollars in proposals. In total, Chicago is eligible for approximately \$38.4 million in SuperNOFA funding for 2005. Therefore, the Continuum anticipates \$5.8 million dollars of the prioritized projects will not receive funding.

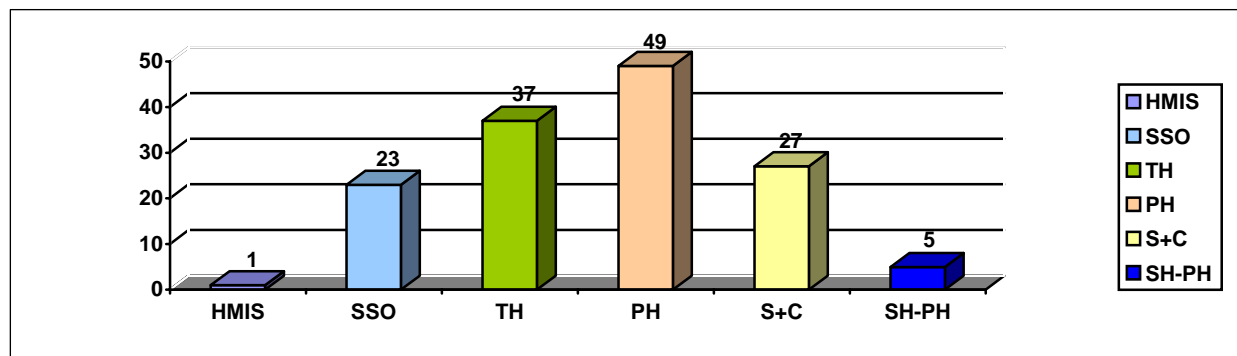
In examining the project priority ranking, we have determined the anticipated funding line to be drawn under project 119. At project 119, the Continuum has ranked \$38.4 million dollars in projects. The following details information on projects both above the anticipated funding line and below the anticipated funding line.

Projects in a Competitive Funding Position

Approximately 119 projects were ranked within the estimated award amount for Chicago in 2006. These include 115 SHP projects and 4 new Shelter Plus Care projects. Additionally, 23 Shelter Plus Care renewal projects were ranked separately as non-competitive renewals. The information below includes both SHP and Shelter Plus Care data information.

Fifty-seven percent of projects in a competitive funding position are permanent housing projects, a six percentage point increase over 2005. This includes HUD Permanent Housing projects, Shelter Plus Care projects, and Safe Haven projects. Transitional housing comprises 26% of the projects, a 5 percentage point decrease from 2005, while supportive service only projects are approximately 16% of the projects. Chart 3 below details the breakdown of projects by HUD classification.

Chart 3: HUD Type by projects above funding line n= 142





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Proposed Beds

The 160 projects ranked in the 2006 application include approximately 6,252 beds for both individuals and families. We estimate that approximately 87% of these beds, a total of 5,424, were ranked in a fundable position. In total, beds are distributed evenly across the city. Approximately 35% of the total beds are on the north side; 34% on the south side; and 31% on the west side.

Permanent Supportive Housing

In the 2006 application, the Continuum ranked 56 HUD Permanent Housing programs, 5 Safe Haven projects, and 27 Shelter Plus Care projects. This represents 55% of all projects ranked. In total, of the permanent supportive housing projects in a fundable position, 3,661 permanent supportive housing beds will be funded with the \$38.4 million dollar request.

Table 11: Permanent Supportive Housing (*only includes projects designated as HUD-PH*)

Total PSH beds (new and renewal)	3661
Number of renewal PH and S+C beds recommended for funding	3137
Number of new PSH beds recommended for funding	462
Number of Safe Haven beds recommended for funding	62

Transitional Housing Projects

Transitional Housing remains a significant component of the HUD funding prioritized by the Continuum and includes both the new model of Permanent Housing with Short-Term Support (PHwSS) and Second Stage Transitional Housing. Thirty-seven transitional housing projects are in a fundable position in the 2006 Application. These projects propose 1,727 transitional housing beds, of which 49% are consistent with the permanent housing with short-term support model or with stable housing for youth (PSH). An additional 29% of the beds are classified as interim housing. Only seven of the transitional housing projects can be classified as second-stage projects, totaling 297 beds.

Table 12: Transitional Housing (*only includes projects designated as HUD-TH*)

Total transitional housing beds	1,727
Number of Interim Housing beds	577
Number of PHwSS beds	853
Number of renewal second-stage transitional housing beds	297

Supportive Housing Initiative

The Supportive Housing Initiative is an initiative to promote the development of new permanent supportive housing units dedicated for homeless individuals. The Governing Board set approximately \$5.1 million dollars aside this year for the Supportive Housing Initiative. This year, 7 projects were ranked under the Supportive Housing Initiative. These projects include:

Table 13: SHI projects

Grantee	Total Grant Amount	Grant Supports	Units Supported
Brand New Beginnings	\$899,460	Rental Subsidies	54
Brand New Beginnings	\$233,125	Services	
Catholic Charities	\$214,200	Services	50
Featherfist	\$2,103,000	Rental Subsidies	50
Near West CDC	\$738,120	Rental Subsidies	26
Near West CDC	\$738,120	Rental Subsidies	26
Near West CDC	\$195,562	Services	
Total	\$5,121,587		206

Projects in a Non-competitive Funding Position

For 2006, eighteen projects were ranked in a non-competitive funding position, meaning that they will most likely not receive a HUD grant for the next year. Of the 19 projects below the funding line, 2 were



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new projects and 17 were renewals. Of the 17 renewal projects, 5 were ranked below the funding line due to late applications. The types of projects include all of the Continuum’s components -- permanent housing, supportive services only, and transitional housing. The eighteen projects below the line represent 9 different agencies.

Of the renewal projects below the line eight are transitional housing projects. Two of the projects are supportive services only programs; six projects are permanent supportive housing (all services to permanent supportive housing). In total, the renewal projects funding is approximately \$4.7 million dollars for 816 beds. This represents a 1.2 million dollar and 335 bed increase from the estimated funding line in 2005, which totaled \$3.5 million and included 481 beds. However, it should be noted that when HUD announced the awards from the 2005 process, Chicago’s funding allocation did not follow from the priority list that was submitted. HUD did not fund two Supportive Housing Initiative projects totaling more than 2.8 million dollars, and as a result, the funding line was moved significantly lower and allowed many more renewal projects to be funded than had been estimated. The Supportive Housing Initiative projects that were not funded in the 2005 process were resubmitted for the 2006 process.

The following table provides further detail on the renewals that either were below the line or did not pass threshold review, their program type, and the population they serve, as reported in their HUD applications.

Table 14: Project-by-Project Analysis

	Applicant	Project Name	2006 requested amount	HUD type	Number Beds
1	Chicago Christian Industrial League	The Studios	\$342,653	PH	60
2	Woodlawn East Community & Neighbors (WECAN)	WECAN Supportive Services	\$111,666	PH	104
3	Chicago Department of Housing	WECAN-GAP	\$35,742	PH	25
4	Chicago Department of Housing	Community Housing Partners	\$34,230	PH	0
5	Chicago Department of Housing	Heartland Housing - GAP	\$38,483	PH	27
7	Vision House	Vision House Inc.	\$35,647	PH	37
8	Heartland Human Care Services	Follow-up Case Management Services	\$314,986	SSO	0
9	Chicago Christian Industrial League	Transitional Housing Program	\$186,873	SSO	80
10	Southwest Women Working Together	Courage Homes Expansion	\$369,162	TH	60
11	Southwest Women Working Together	Courage Homes	\$721,954	TH	80
12	Southwest Women Working Together	Open Door Expansion	\$588,746	TH	60
13	Human Resources Development Institute, Inc.	Supportive Housing for Women	\$469,909	TH	16
14	Southwest Women Working Together	Open Door HAPSA/HAP Employment	\$304,278	TH	21
15	Chicago Christian Industrial League	Family 866 Supportive Housing Program	\$317,278	TH	66
16	Chicago Christian Industrial League	Pathways SHP	\$485,820	TH	80



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	Applicant	Project Name	2006 requested amount	HUD type	Number Beds
	Chicago Christian Industrial League	Second Stage Supportive Housing	\$375,375	TH	100
Total			\$4,732,802		816

Next Steps for Renewals Below the Funding Line

The Continuum has initiated conversations with all grantees below the line. The Continuum has offered to meet one-on-one with the agency staff and explain the options for the program and agency going forward. To date, all agencies but two have had preliminary conversations with Continuum staff.

One of the key areas of technical assistance with these renewal grantees will be encouraging the grantees to apply for HUD grant extensions once the funding announcements are made. The extensions process is being explained to each renewal grantee, and the Continuum plans to work with HUD to ensure the process runs smoothly.

In addition to working with HUD on grant extensions, additional advocacy for key system components will be necessary to ensure that the system need is met. Examples may include advocacy for funding for the permanent housing and youth programs that are currently under the funding line.

2005 Funding Decisions Impact

Due to a HUD decision in 2005 to not fund two of the top ranked SHI projects, the expected impact on renewal programs was greatly reduced. As a result, only 3 renewal programs did not receive funding, and 1 program received funding at a reduced amount. Of these programs we believe that no beds were lost to the system as a result. Two of the projects that were ranked below the line in 2005 chose not to reapply for HUD funding this year.

Section 4: SuperNOFA Feedback

The Continuum staff created and conducted a survey of SuperNOFA applicants to gather information and feedback on the 2006 SuperNOFA process. In total, 47 persons completed the online survey. The survey focused on the following categories: the evaluation process, scores-appeals process, technical assistance and training, ranking policies, and feedback on the HUD application. Below is an overview of the results.

The respondents of the surveys were almost entirely renewal grantees. In the survey, 96% of respondents indicated they were a renewal project, and the vast majority indicated they had been a renewal for several years now. This is reflective of the fact that the Continuum's process has little opportunity for new projects, unless under the Supportive Housing Initiative Or the Bonus project process. When asked what type of grant(s) the agency has (have), the responses were varied, including 45% stating they received HUD permanent housing grants; 44% indicated they received HUD transitional housing grants, and 31% receiving SSO grants (respondents could choose multiple categories under this question).

Table 15: Evaluation Process Feedback

	Excellent	Good	Fair	Needs Improvement	Not Applicable
Objectivity of the Review Process	10%	32%	48%	11%	0%
Ease of reading/ understanding of the questions	3%	49%	35%	14%	0%
Ability of portfolio to assess quality of project	5%	13%	39%	39%	3%



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	Excellent	Good	Fair	Needs Improvement	Not Applicable
Comprehensiveness of instrument	5%	40%	33%	22%	0%
Amount of Information required by instrument	3%	46%	41%	8%	3%

Agencies were asked to estimate the number of hours the organization spent on assembling one evaluation instrument. Answers varied, but 28% stated they spent approximately 2-3 days on one portfolio; another 36% indicated they spent between 4 – 5 days putting together their instrument. 21% stated they spent over 6 days. In total, the time it took to assemble a portfolio varied greatly, with the average being approximately 4 days. It should be highlighted that the time spent on the 2006 evaluation instrument did not dramatically decrease from 2005, with only a slight decrease in respondents stating the instrument took greater than 6 days, and a slight increase reporting a time between 2 and 3 days. While the 2006 evaluation instrument was created to reduce the burden placed on service providers, it does not appear that this goal has been fully realized. This may have to do with the fact that the instrument has changed dramatically over the past 3 years, so each year service providers have to adapt to a brand new instrument.

Ranking policies feedback

Respondents were asked if the Continuum should set priorities in the SuperNOFA process and an overwhelming 75% stated yes. Table 19 outlined the community priorities respondents indicated they would like to see under the 2006 process. Respondents could choose more than 1 priority.

Table 16: SuperNOFA Priorities

Priority	Response Percent
Priority by housing type	55%
Priority for supportive services only projects	29%
Priority for projects that support permanent housing beds	32%
Priority for specific populations	42%
Priority by geographic location	19%
Priority by leveraged resources	19%
Priority by community need	58%
Priority for cultural sensitivity	16%
Priority of projects by Performance	58%

TA and Training Feedback

As indicated below, overall, on questions related to the application technical assistance and training received, respondents measured their satisfaction within the categories of good or excellent. A full copy of the survey and all comments received for the remaining questions is available upon request.

Table 17: Responses to the Survey Question: Please rate the training and technical assistance that you received as an applicant throughout the portfolio and HUD application process.

Question	Excellent	Good	Fair	Needs Improvement	Not Applicable	Responded
Continuum updates/emails on the SuperNOFA Process	35%	35%	18%	9%	3%	34
Frequently asked question emails	29%	47%	12%	12%	0%	34
Clarity on the submission requirements and deadlines	32%	35%	15%	18%	0%	34
Clarity on the instrument and submission	6%	38%	26%	29%	0%	34



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Question	Excellent	Good	Fair	Needs Improvement	Not Applicable	Responded
Clarity on the score appeals process	21%	44%	12%	18%	6%	34
Evaluation Instrument Training Sessions	18%	38%	29%	15%	3%	34
SuperNOFA trainings on the HUD exhibits	12%	41%	18%	12%	18%	34
Availability and expertise of the Continuum staff	21%	32%	26%	18%	3%	34
Technical review of HUD applications	12%	32%	29%	18%	9%	34
Overall view of the process	6%	41%	26%	24%	3%	34

Overall, respondents indicated the process was “fair and professional.” Respondents provided many suggestions for improvement related to the questions on the evaluation instrument, the paperwork burden, and applicant trainings. All results will be shared with the HUD McKinney-Vento Committee as they begin planning for the 2007 process.

1. Committee and Staff Recommendations for 2006

The HMV Committee will meet in June and July of 2006. The Committee will review this report and finalize recommendations for consideration in the 2007 SuperNOFA Process.

In examining the processes for the past 3 years, and specifically the 2006 process, the staff brings a number of recommendations regarding the process to the Governing Board for its consideration. The

1. **Continue to use the same instrument/format for evaluations.** Staff believes that the instrument created for the 2006 process was much stronger than all previous evaluation instruments. Utilizing the same format over time will greatly reduce the burden on programs as they know what to expect for each year.
2. **Increase focus on performance outcomes and budget reasonableness.** Staff believes that a few modifications focusing on key elements such as performance, leveraging, and budget reasonableness.
 - **Continue to simplify the process for all renewal programs.** Continue to work on ways of reducing the burden, specifically with regards to documentation, for renewal projects.
3. **Introduce changes to the evaluation instrument (approaches) to Governing Board by September 2006, for final approval by November 2006.** In order to provide enough lead time for the HUD grantees and the Continuum staff, and to not place extra burden on the grantees, it is important that the Board approve evaluation methods as early as possible. This will then provide opportunity for staff to provide ample training and technical assistance and will provide grantees with sufficient time to complete the requirements as outlined. It can be a smoother and easier process for all involved if the evaluation portion of the HUD process is completed prior to the release of the SuperNOFA. Additionally, once the SuperNOFA is released, staff has obligations related to Exhibit 1 and the individual project applications which provide less time to support the APR Committee and its work. Finally, setting an aggressive, targeted date, will allow the Continuum to concentrate on the HUD process for a shorter time period, allowing new business related to the Plan to be conducted.
4. **Review and renew consistency status for all renewal projects to be considered for the 2007 SuperNOFA process.** It has been nearly 3 years since the initial consistency review for all projects



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funded through the SuperNOFA process and it would be beneficial to re-establish consistency status and re-affirm the systems progress towards conversion.

5. **Re-introduce a consumer satisfaction component to the evaluation process.** Determine how to effectively integrate a component which reaches consumers for feedback on their programs.
6. **Establish a Communities Priorities Task Group to recommend community priorities at a Governing Board meeting in early fall 2007 before the ranking policies are approved,**
7. **Appoint all review and appeals panels and reviewers for the 2007 SuperNOFA by November of 2006.**
8. **Regarding the process of reviewing submissions, staff have heard the following suggestions from Continuum members and will work toward incorporating these ideas:**
 - Publish ongoing Q & A throughout the process
 - Set up a chat room for Q & A for 2007
 - Publish the proposed schedule of deadlines and workshops
 - Publish appointed panels and reviewers
 - Establish that all reviewers and members of review/appeal panels will be from non-applicant groups

Continuum staff also has a number of specific recommendations for changes to the evaluation instrument:

- Establish a test for budget reasonableness
- Add in performance questions, e.g. average length of stay in Interim housing for those who move into appropriate permanent housing etc.
- Increase the weight of HMIS participation
- Move Program Capacity to Performance section

For More Information

The 2007 process will be underway in the summer of 2006. Anyone interested in participating may contact the Continuum staff for more information. All SuperNOFA related information is available on the Continuum's website at www.chicagocontinuum.org under the "Funding" pages.

Appendix

1. Project Priority Ranking List
2. 2006 Evaluation Instrument
3. Detailed comments on the 2006 evaluation instrument.