

San Mateo County Continuum of Care
2023 ANNUAL COC COMPETITION
PROJECT REVIEW AND RANKING PROCESS
Approved July 20, 2023

I. Background on the 2023 Annual CoC NOFO and Ranking Requirements

On July 5, 2023, the U.S. Department of Housing and Urban Development (HUD) published the *Notice of Funding Opportunity (NOFO) for the FY 2023 Continuum of Care Competition*, referred to here as the Annual NOFO.

- **Renewal Projects:** Funding is available for eligible renewal projects. Renewals must be rated and ranked into two tiers (see below).
- **Bonus Funding:** HUD has not yet released the details of how much bonus funding is available for each community. Once released, San Mateo County will announce the amount of funding available for bonus permanent housing projects. The NOFO does outline that bonus projects may include:
 - (1) Permanent Supportive Housing (PSH) serving people experiencing chronic homelessness;
 - (2) Rapid Re-housing (RRH) projects serving homeless single adults or families with children; and
 - (3) Joint Transitional Housing/Rapid Re-housing (TH/RRH) projects serving homeless single adults or families with children.
- **Domestic Violence (DC) Bonus Funding:** HUD has not yet released the details of how much funding communities can apply for in Domestic Violence bonus funding. Once released, San Mateo County will announce the amount of funding available for DV bonus projects. The NOFO does outline that the CoC may request funding to create one or more new DV bonus projects serving households who are survivors of domestic violence, dating violence, sexual assault, or stalking. The following project types are eligible:
 - (1) Rapid Re-housing (RRH);
 - (2) Joint Transitional Housing/Rapid Re-housing (TH/RRH);
 - (3) Supportive Services Only Projects for Coordinated Entry (SSO-CE) to implement policies, procedures, and practices that equip the CoC's coordinated entry to better meet the needs of survivors of domestic violence, dating violence, sexual assault, or stalking may also be submitted; there is a cap of one submission per CoC for SSO-CE project applications.
- **Reallocation of Renewal Funding:** San Mateo County may also create new projects through the reallocation of funds from lower-performing existing grants. The availability of reallocated funds will depend on the performance of currently funded projects and whether there are underperforming projects identified by the CoC Review Panel for reallocation. Re-allocated funds may be used for the same types of projects as the

permanent housing bonus (described above) and may also be used by the CoC Lead Agency, San Mateo County Human Services Agency (HSA), for dedicated HMIS projects, or Coordinated Entry projects.

- **Consolidating Renewal Projects:** Organizations with multiple CoC projects of the same project type may apply to consolidate two or more (but no more than 10) grants into a single grant through the renewal process.
- **Transitioning Renewal Projects:** Organizations with existing CoC projects may also apply to transition from one project component to another component using the re-allocation process.

The NOFO requires that each CoC conduct a transparent and objective process to review and rank all applications for renewal of existing projects and creation of new projects, including consideration of how projects promote racial equity and engage people with lived experience in decision-making. The CoC must demonstrate the use of established objective criteria, including performance data, to review and rank project applications. Additionally, the CoC must place projects into Tier 1 and Tier 2, with projects in Tier 2 competing nationally for funding.

This document describes the San Mateo County CoC policies and process governing the review and ranking of projects in the 2023 competition, as well as the adopted policy for determining which projects are placed into Tier 2.

II. Rating and Ranking Process and Criteria

a. Adoption of Performance Standards

On July 12, 2013, the CoC Steering Committee adopted objective Project Performance Standards for all program types within the continuum (emergency shelter, short- and long-term transitional housing, permanent supportive housing, rapid re-housing, services only with housing focus, and services only with employment focus). In June 2016 these standards were updated to align with HUD's System Performance Measures (published in 2014) and to reflect recent data on the current performance of San Mateo County programs and performance targets recommended by Focus Strategies as part of their technical assistance work on HSA's Strategic Plan to End Homelessness.

In July 2018, the CoC Steering Committee voted to adjust the performance standard for HMIS data quality. In April 2023, the CoC Steering Committee voted to adjust the performance standards again. The changes approved in April 2023 will go into effect for the FY 2024 CoC Project Review and Ranking Process.

The Performance Standards as amended on July 13, 2018, are attached as **Attachment A**.

b. Solicitation of CoC Applications

On **July 21, 2023**, the CoC Lead Agency (HSA) will release an announcement of available funding for both new and renewal CoC projects. An informational meeting for potential applicants (both new and renewal) is set to be convened on **July 27, 2023, at 10 am**. Funding announcements are distributed broadly via email to the provider community and also posted to the HSA website. The announcements explain the process for submitting applications, and the review criteria and process.

c. Application Process

- On or about August 4, 2023, renewal applicants will receive a Project Performance Report from HSA summarizing their progress in meeting the established performance standards using data from the Clarity HMIS system. This report provides each renewal project applicant the opportunity to provide any narrative explanation or clarification regarding why they did or did not meet any of the standards. This document also includes supplemental narrative questions. Again, this year, match letters will also undergo a technical review for adherence to HUD requirements.
- By August 21, 2023, at 5:00 pm, all applicants (new and renewal) must complete and submit their Project Application(s) by emailing the materials that follow to HSA_Homeless_Programs@smcgov.org and Hana Gossett hana@focusstrategies.net. Each applicant must submit the following, as appropriate for their application type (new, renewal, consolidation):
 - **Renewal Applications:** Renewal applicants must submit (1) a PDF export of their completed e-snaps project application; (2) their completed Project Performance Reports including any clarifications and responses to the supplemental narrative; and (3) any required supporting documentation from their performance reports.
 - **New Project Applications:** New applicants must submit (1) a PDF export of their completed e-snaps project application; (2) their completed supplemental narrative.
 - **Consolidation Applications:** Applicants that are consolidating two or more renewal grants must submit (1) Each project's Project Performance Report; and (2) a PDF export of each project application (including the consolidated application) from e-snaps.

Additional details and instructions about the application process are being developed and will be posted online at HSA's 2023 NOFO website at <https://hsa.smcgov.org/continuum-care-nofanofa>

d. Review, Ranking, and Tiering Process

- HSA will convene an unbiased and non-conflicted Review Panel composed of representatives from neutral (non-applicant) organizations. The Panel may include staff from the County of San Mateo, cities and towns within the County, funders, and non-profit housing and social services organizations.
- The Review Panel will meet on or about **August 31, 2023**, to determine the final ranking of the projects.
- Prior to the meeting, the HSA staff will provide the panelists with the scoring factors, **Attachment B**, the narrative responses, and other submitted materials (e.g., program manuals) that are to be used to establish a preliminary score for renewal projects. Panelists will bring their preliminary score to the meeting.
- Prior to the meeting, the Review Panel will receive copies of all new project applications for review and scoring. New project applications will be scored using the scoring factors in **Attachment C**. If clarification of the intention of a proposed new project is necessary to support the scoring of the application, HSA staff will request additional information from the applicant and provide that information to the panel as well. The Review Panel may request amendments to a new project application including a reduction or expansion of funding requested. This can include asking an applicant to add reallocated funds from another project to their new project request. The panel may also request that an applicant adjust their service model or otherwise change their proposal in order to make it more competitive for bonus funding or to secure points for the overall CoC application.
- In the absence of new applications, or if new applications are deemed materially deficient or non-competitive, the Review Panel reserves the right to invite a new application from an existing grantee, which could be either an entirely new project or an expansion of an existing high-performing project. This applies regardless of the source of the funds (reallocation, permanent housing bonus, DV bonus, etc.) and is intended to capitalize on the available NOFO funding by advancing highly competitive applications to try to maximize the total CoC funds awarded to projects in San Mateo County.
- The Review Panel is committed to ensuring the CoC puts forward the most competitive submissions possible both as the collaborative applicant and through individual project applications. It is with this goal in mind that the Review Panel may recommend changes to renewal projects, including partial reallocation of funding (see **Attachment D**).
- At the meeting, the Review Panel will determine the final order of ranking of projects in accordance with the Ranking and Tiering Policy in **Attachment D**. Projects expanded at the behest of the Review Panel will be ranked based on existing project performance and tiered in accordance with the ranking policy for new projects.

- All applicants will be notified on or about **September 6, 2023**, whether their project is included in the application as well as their rank on the Project Priority listing.
- Applicants may appeal decisions of the Review Panel in accordance with the policy outlined in **Attachment E**. Appeal request must be submitted in writing to HSA by **September 8, 2023**.
- If any appeals are submitted, then the Appeal panel will convene on or about **September 13, 2023**.
- The completed CoC Application will be brought to the Continuum of Care Steering Committee for approval on or about **September 20, 2023**. The CoC Steering Committee will also be provided the priority listing and results of any appeals, though they may not make any changes to this except for correcting any technical issues (misspellings, miscalculations, etc.)
- After submission of the CoC Application to HUD, any applicant may submit a written request to HSA for technical feedback as it relates to the strength of the proposal. Feedback requests may be submitted through **December 31, 2023**.

III. Rating and Ranking Process Timeline

Below is an estimated timeline outlining the application, review, ranking, and appeal process discussed above. Any changes made to this timeline throughout the competition process will be posted to the San Mateo County HSA’s NOFO website (<https://hsa.smcgov.org/continuum-care-nofanofa>)

Estimated Timeline	Review and Ranking Process Step
July 21, 2023	The Local CoC Competition is launched with the publishing of this policy and the solicitation of new project applications.
July 27, 2023	San Mateo County hosts Applicant Information Session for providers seeking new and renewal funding through the FY 2023 CoC process.
August 9, 2023	Renewal Projects to receive their Performance Reports.
August 21, 2023	New and Renewal Project applications are due to HSA. Renewal Projects also return their Performance Reports.
August 31, 2023	The Review Panel will meet to determine the final ranking of the projects. Details regarding the review panel composition, responsibilities, and process are described above.

September 6, 2023	All applicants will be notified whether their project is included in the application as well as their rank on the Project Priority listing.
September 8, 2023	Requests for appeals must be submitted in writing to HSA. Applicants may appeal decisions of the Review Panel in accordance with the policy outlined in Attachment E .
September 13, 2023	If applicable, the appeals panel will convene to consider any submitted appeals.
September 20, 2023	The final CoC Application will be brought to the Continuum of Care Steering Committee for approval. The CoC Steering Committee will also review the final project priority list and results of any appeals.
December 31, 2023.	Feedback requests may be submitted. After submission of the CoC Application to HUD, any applicant may submit a written request to HSA for technical feedback as it relates to the strength of the proposal.

ATTACHMENT A
PERFORMANCE STANDARDS REVISED JULY 2018

Measures		Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Re-Housing
1	a) Exit to Permanent Housing Percent of all leavers who exited to a permanent destination	30% (S)/ 50% (F)	85%	NA	85%
	b) Exit to Permanent Housing or Retained Permanent Housing Percent of participants who retained housing and all leavers who exited to a permanent destination	NA	NA	85%	NA
2	Length of Stay Average length of stay for program participants	Less than: 30 days	Less than: 120 days	NA	NA
3	Returns to Homelessness Percent of all participants who return to homelessness within one year after exiting to permanent housing	Less than: 20% (S)/ 2% (F)	Less than: 11% (S)/ 1% (F)	NA	Less than 15%
4	Increased Employment Income Percent of adult leavers who exited and stayers (who stayed for 12 months or more) with increased employment income	10%	15%	NA	15%
5	Increased Non-Employment Income Percent of adult leavers who exited and stayers (who stayed for 12 months or more) with increased non-employment income	10%	15%	10%	15%
6	Utilization Rate Average daily bed/unit/ or program slot utilization	95%	90%	90%	NA
7	CoC Grant Spending Percentage of CoC award spent in most recently completed year	95%	95%	90%	90%
8	HMIS Data Quality Percentage of null/missing and don't know/refused values *does not include SSN	Less than 5%	Less than 5%	Less than 5%	Less than 5%

Legend: (S) = singles, (F) = families

**ATTACHMENT B
SCORING FACTORS AND CALCULATIONS FOR RENEWAL PROJECTS**

The scoring system for renewal projects is based on objective criteria, including a consideration of past performance as demonstrated by the project APR, HMIS data, budget data, CoC Project Applications, and supplemental project narratives. The scoring system also takes into consideration the severity of needs and vulnerabilities experienced by program participants, and the extent to which projects are aligned with Housing First principles (low barriers to participation, no service participation requirements or preconditions, etc.).

Projects applying for consolidation will each be scored and ranked separately, as per HUD requirements.

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
1	1a. Exits to Permanent Housing (up to 15 pts)	Exceeds standard by more than 10% = 15 points Meets standard or exceeds by up to 10% = 9 points Within 10% of standard = 6 points More than 10% below standard = 0 points		Not Applicable
	1b. Exits to Permanent Housing/Retain Housing (up to 15 pts)	Not Applicable		Exceeds standard by more than 10% = 15 points Meets standard or exceeds by up to 10% = 10 points Within 10% of standard = 6 points More than 10% below standard = 0 points
2	Length of Stay (up to 4 pts)	< 108 days = 4 points 108 – 120 days = 2 points > 120 days = 0 points	Not Applicable	
3	Returns to Homelessness (up to 4 pts)	Achieves standard = 4 points		Not Applicable
4	Increased Employment Income (up to 4 pts)	> 20% = 4 points 15 – 20% = 3 points 10 – 14% = 2 points < 10% = 0 points		Not Applicable

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
5	Increased Non-Employment Income (up to 6 pts)	> 20% = 6 points 15 – 20% = 4 points 10 – 14% = 2 points < 10% = 0 points		> 15% = 6 points 10 – 15% = 4 points 5 – 9% = 2 points < 5% = 0 points
6	Utilization Rate (up to 6 pts)	90% or greater = 6 points 85 – 89% = 2 points < 85% = 0 points	Not Applicable	90% or greater = 6 points 85 – 89% = 2 points < 85% = 0 points
7	CoC Grant Spending (up to 6 pts)	95% or greater = 6 points 90 – 94% = 3 points < 90% = 0 points		90% or greater = 6 points 85 – 89% = 3 points < 85% = 0 points
8	HMIS Data Quality (up to 6 pts)	All Data Elements Less Than 5% Missing/Don't Know = 6 points 1-2 Data Elements More Than 5% Missing/Don't Know = 3 points More Than 2 Data Elements More Than 5% Missing/Don't Know = 0 points		
9	Housing First (up to 16 pts)	<p>Does the project ensure participants are not screened out based on the following criteria?</p> <p>A) Having too little or no income B) Active or history of substance use C) Having a criminal record with exceptions for state-mandated restrictions D) History of domestic violence</p> <p>If yes, then 0.5 points for each (possible total of 2 points).</p> <p>Does the project ensure that participants are not terminated from the program for the following reasons?</p> <p>A) Failure to participate in supportive services B) Failure to make progress on a service plan C) Loss of income or failure to improve income D) Being a survivor of domestic violence</p> <p>If yes, then 0.5 points for each (possible total of 2 points).</p> <p>Does the project have these Housing First approaches documented in the project manual or other project documentation?</p> <p>If yes, then 1.5 points for each approach are documented in submitted documents (up to 12 points).</p>		

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
10	Promoting Racial Equity (up to 6 pts)	<p>Has the project provider identified any barriers to participation faced by persons of different races and ethnicities, particularly those over-represented in the local homelessness population, and has or will take steps to eliminate identified barriers?</p> <p>Project has taken steps to identify whether there are barriers = 3 points Project has taken steps to address identified barriers or, if no barriers have been identified, to ensure the project promotes racial equity = 3 points Project has not taken any steps to identify or address barriers = 0 points</p>		
11	Documentation of Referral/ Enrollment Process (up to 6 pts)	<p>Does the project have policies and procedures for accepting and enrolling referrals from CES? Does the project have clear protocols for why referrals may be denied and for what reason? Does the project have these policies and procedures documented in project manual or other project documentation?</p> <p>Project has policies and procedures documented, including protocols for why referrals may be denied = 6 points Project has policies and procedures documented = 3 points Project does not have policies and procedures documented = 0 points</p>		
12	Grants Monitoring/ Compliance (up to 4 pts)	<p>a) Project submitted APR on time= 1 point If not = 0 points</p> <p>b) Project had sufficient LOCCS drawdown frequency for executed contracts (at least quarterly) = 1 point If not = 0 points</p> <p>c) Project did not return funds to HUD = 2 point If returned funds = 0 points</p> <p>d) Project serves CoC-eligible participants (as demonstrated in written policies/procedures on eligibility, screening, and admission) = 1 point If not = 0 points</p> <p>e) Serious unresolved compliance finding from HUD would result in up to 8 points subtracted from project's score</p>		

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
13	Cost Effectiveness for PH exits or PSH units (up to 7 pts)	Cost per exit to permanent housing is reasonable for project type = 7 points Cost per exit to permanent housing is not reasonable for project type = 3 points		Cost per unit served is reasonable for project type = 7 points Cost per unit served is not reasonable for project type = 3 points
14	Policy Priorities (up to 12 pts)	Not Applicable	Rapid Re-Housing = 10 points	Permanent Supportive Housing = 12 points
15	Engaging People with Lived Experience* (up to 5 pts)	Does the project have meaningful and impactful opportunities for people with lived experience to contribute to planning and evaluation, to develop policies and procedures, and to participate in decision-making structures and processes? Project has structures/opportunities for PLEH to contribute and participate = 3 points Project can demonstrate <i>how</i> input and expertise from PLEH has informed programmatic or organizational decisions = 2 points Organization has no opportunities for PLEH to engage and participate in decision-making = 0 points		
16	Connecting Participants to Health/ Behavioral Healthcare* (up to 5 pts)	Does the project ensure participants receive needed health and behavioral health services, including assisting participants with connecting with healthcare providers? Project has established processes and/or partnerships to connect participants to healthcare = 3 points Project can demonstrate participants are regularly connected to needed healthcare providers = 2 points Project does not connect participants to healthcare and has no processes to connect participants to healthcare = 0 points		
Maximum Score		100	100	100

* Scoring factors are newly scored items in 2023.

Methodology for Renewal Scoring Factors:

Factor 1 through 8 (Project Performance Standards): Data will be extracted from APR/Clarity/Looker/HUD Applications for each project for the period May 1, 2022 to April 30, 2023 to calculate these performance measures.

1a. Exits to Permanent Housing (TH and RRH): Calculated by dividing the number of households who exited to permanent housing (Q23c) by the total number of leavers (i.e., people who were exited from the program for any reason; Q22a1). If a program has not exited anyone from the program during the performance period, they will receive a score of 0. Scores may be adjusted by the Review Panel based on their supplemental project narrative explaining why they did not exit any households.

1b. Exits to Permanent Housing/Retained Permanent Housing (PSH): Calculated by dividing the number of households who retained permanent housing or exited to other permanent housing (sum of Q23c and Q22a1) by the total number of households served during the performance period (Q22a1).

2. Length of Stay (TH): Calculated by finding the average number of days all households who exited the program stayed in the program before leaving (Q22b).

3. Returns to Homelessness (TH and RRH): Calculated by dividing the number of households returning to homelessness within one year of when they exited the program to permanent housing. Households are identified as returning to homelessness based on whether they are re-enrolled in any program in the Homeless Management Information System serving people experiencing homelessness, including coordinated entry. This excludes programs providing homelessness prevention services.

4. Increased Employment Income (TH and RRH): Calculated by identifying the number of program participants in the performance period who left the program or were enrolled in the program for at least 12 months. Within that pool of participants, identify the number of participants with increased employment income. Divide the number of participants with increased employment income by the total pool of participants (leavers and those staying in the program at least 12 months; Sum of participants with increases in tables 19a1 and 19a2). Changes in employment income are measured between the latest documented statement of income in the performance period and the earliest documented statement of income for the household.

5. Increased Non-Employment Income (TH, RRH, and PSH): Calculated by identifying the number of program participants in the performance period who left the program or were enrolled in the program for at least 12 months. Within that pool of participants, identify the number of participants with increased non-employment income. Divide the number of participants with increased non-employment income by the total pool of

participants (leavers and those staying in the program at least 12 months; Sum of participants with increases in tables 19a1 and 19a2). Changes in non-employment income are measured between the latest documented statement of income in the performance period and the earliest documented statement of income for the household.

6. Utilization Rate (TH and PSH): For TH, calculated based on the average percentage of units filled from the daily CES tracker over the performance period. For PSH, calculated by dividing the number of units in use from the most recent Housing Inventory Count by the total number of units available identified in Question 4B of the e-snaps project application.

7. CoC Grant Spending (TH, RRH, and PSH): Calculated by dividing the total amount of The CoC award spent in the most recent year by the total CoC award. The amount of the award spent to be derived from a screenshot of the current grant expenditures in eLOCCS.

8. HMIS Data Quality (TH, RRH, and PSH): Calculated by recording the percentage of missing/don't know values for name (Q06a), race (Q06a), ethnicity (Q06a), gender (Q06a), veteran status (Q06b), disability condition (Q06b), income and sources at start (Q06c), income and sources at exit (Q06c) and destination (Q06c).

Factor 9: (Housing First): This will be based on how the applicant responds to the Questions in Section 3B of the e-snaps Project Application relating to Housing First, entry barriers, and service participation requirements. In addition, these items will be scored based on the project's documented program manual. The projects with written policies that clearly document low barriers and no service participation requirements will receive higher scores.

Factor 10: (Promoting Racial Equity): This will be scored based on the narrative response provided in the Project Performance Report.

Factor 11: (Documentation of Referral/Enrollment Process): This factor considers whether the project has policies and procedures for accepting and enrolling referrals from CES as well as if there are clear protocols for why referrals may be denied and for what reason. Scores will be based on the project's documented policies and procedures. The projects with comprehensive written policies and procedures will receive higher scores.

Factor 12: (Grants Monitoring/Compliance): Applicants will be scored based on their responses to the questions in Section 2B of the Project Application, to include: whether they submitted APR reports on time, have made sufficient LOCCS drawdowns, or have had any unspent grant funds returned to HUD. Applicants will be asked to submit their eligibility and screening policy/procedures to assess whether projects serve CoC-eligible populations. In addition, projects will lose points for having serious unresolved compliance findings from HUD.

Factor 13: (Cost Effectiveness): For TH and RRH projects, the measure will be calculated by dividing the total program budget by the number of households who exited to permanent housing. For PSH projects, the measure will be calculated by dividing total budget (as submitted by program) by the number of units/households in the project to arrive at an average cost per unit.

Factor 14: (Policy Priorities): This factor provides additional points for permanent housing projects (PSH and RRH).

Factor 15: (Engaging People with Lived Experience): This factor considers how projects engage people with lived experience throughout the program and organization and how projects use input from people with lived experience to inform programmatic and policy changes. Scores will be based on the narrative provided in the Project Performance Report.

Factor 16: (Connecting Participants to Health and Behavioral Healthcare): This factor considers what established processes or partnerships the project has to ensure participants are connected to needed healthcare services. Scores will be based on the narrative provided in the Project Performance Report.

DedicatedPLUS projects will not receive points for serving chronically homeless individuals because they do not only serve chronically homeless individuals.

DV projects operated by victim services providers will be rated and ranked using the same methodology as all other projects. DV providers will extract performance data from their HMIS comparable database to complete the project performance report.

ATTACHMENT C
SCORING FACTORS FOR NEW PROJECTS:
Re-Allocation, Bonus and DV Bonus Projects

The review panel may reject an application if threshold criteria are not met, including the following:

- Applicant is not eligible for CoC funds
- Applicant is applying for an ineligible project type
- Project does not serve an eligible population
- Project is not willing to participate in coordinated entry
- Project is not willing to use HMIS (or, for domestic violence [DV] survivor providers, a comparable data system)
- Project is not willing to incorporate identified healthcare leverage into project application or utilize healthcare services or resources once operational

Rating Factor	Score Range
<p>1. HUD System Performance Objectives and Strategies to Advance System Performance:</p> <p>a. The project identifies performance targets that contribute to advancing system performance measures.</p> <p>b. The project articulates how it will advance the system performance objectives set forth by HUD:</p> <ul style="list-style-type: none"> • Reduce new entries into homelessness • Reduce the length of time people are homeless • Reduce returns to homelessness • Increase participant income <p>c. Type, scale, location of the supportive services fit the needs of the program participants, are readily accessible, and advance system performance objectives. This includes services funded by the CoC grant and other project funding sources.</p> <ul style="list-style-type: none"> • For SSO projects, project describes how they will connect people to permanent housing and the coordinated entry system • For RRH projects, project meets National Alliance to End Homelessness (NAEH) RRH standards as outlined in Performance-Benchmarks-and-Program-Standards.pdf (endhomelessness.org) • For PSH projects, there are sufficient services to ensure participants are successfully supported to access and sustain housing • There is a specific plan to ensure participants are individually assisted to obtain the benefits of the mainstream health, social, and employment programs for which they are eligible • There is a specific plan to ensure participants are assisted to secure services from the healthcare system. • There is a specific plan to ensure participants are assisted to obtain and remain in permanent housing in a manner that fits their needs • There is a specific plan to ensure participants are assisted to increase their incomes and live independently 	0-25

Rating Factor	Score Range
<p>2. Program Planning</p> <ul style="list-style-type: none"> • Applicant has demonstrated how they will conduct ongoing assessment to ensure the project is promoting racial equity and described how they will take steps to address any identified disparities in how people of different races and ethnicities access the program, experience the program once enrolled, and the outcomes of the program • There is a specific plan to ensure there are no barriers to participation faced by persons of different races and ethnicities, particularly those over-represented in the local homelessness population • Applicant has described how the project will involve people with lived experience of homelessness in providing input on program planning and evaluation, development of policies and procedures, and decision-making structures and processes • For applicable housing programs (scattered site PSH, RRH, or TH-RRH), the applicant has described how they recruit and work with landlords 	0-10
<p>3. Appropriateness of Housing</p> <ul style="list-style-type: none"> • Type, scale, and location of the housing fit the needs of the program participants • Participants are assisted to secure housing as quickly as possible • Programs and activities are offered in a setting that enables homeless people with disabilities to fully interact with others without disabilities possible 	0-10
<p>4. Housing First Model</p> <ul style="list-style-type: none"> • Project will have low barriers to entry and does not screen out applicants based on having no or low income, active or history of substance use, criminal record (except for State mandated requirements), history of domestic violence) or lack of willingness to participate in services • Project prioritizes rapid placement and stabilization in permanent housing • Project will not terminate participation for: failure to participate in services, failure to make progress on service plan, loss of income or failure to improve income; being a survivor of domestic violence, or other activities not covered in the lease agreement 	0-15
<p>5. Timing</p> <ul style="list-style-type: none"> • Applicant has a clear plan to begin operations when the contract is executed. Within six months of contract execution may be awarded up to 10 points and within one year of contract execution may be awarded up to 5 points 	0-10
<p>6. Applicant Capacity</p> <ul style="list-style-type: none"> • Recent relevant experience in providing housing to people experiencing homelessness • Recent data submitted demonstrates strong performance for relevant services and/or housing provided • Relevant experience in operation of housing projects or programs, administering leasing or rental assistance funds, delivering services and entering data and ensuring high-quality data in a system (HMIS or a similar data system) 	0-10

Rating Factor	Score Range
<ul style="list-style-type: none"> • Organization has track record of involving people with lived experience of homelessness • Organizational and finance capacity to track funds and meet all HUD reporting and fiscal requirements • If application has sub recipients, applicant organizations have experience working together • Any outstanding monitoring or audit issues or issues are explained • For DV bonus project applicants: experience serving survivors of domestic violence, dating violence, sexual assault, or stalking, and ability to house survivors and meet safety outcomes. 	
<p>7. Financial Feasibility and Effectiveness</p> <ul style="list-style-type: none"> • Costs appear reasonable and adequate to support proposed program • Match requirement is met • Additional resources leveraged 	0-10
<p>8. Project Type Prioritization</p> <ul style="list-style-type: none"> • TH/RRH - 0 points • Supportive Services Only (SSO) Projects for Coordinated Entry for survivors of Domestic Violence - 0 points • Transition projects that create a new TH/RRH project through re-allocation- 3 points • PSH/DedicatedPLUS - 10 points • RRH – 10 points • PSH Dedicated to Chronically Homeless People – 20 points 	0-20
TOTAL	110
BONUS POINTS	
<p>In the FY 2023 NOFO, HUD will provide points in the overall CoC application for communities that include one or more permanent housing projects (PSH or RRH) on the Project Priority List demonstrating coordination with housing providers and health care organizations. To align with this HUD priority, bonus points will be awarded to new PSH or RRH projects with the following features:</p>	
<p><u>Bonus:</u> Project utilizes housing subsidies or subsidized housing units not funded through the CoC or ESG program, such as through private organizations, State or local government (including HOME funds from the American Rescue Plan), Public Housing Agencies, faith-based organizations or federal programs other than CoC or ESG.</p> <ul style="list-style-type: none"> • For PSH this should provide at least 25% of the units included in the project application. • For RRH this should serve at least 25% of the program participants anticipated to be served by the project, as noted in the project application. <p>This bonus is not available for other program types. To receive the bonus points, applicants must provide written documentation of commitment of resources from the housing provider.</p>	10
<p>To receive bonus points, applications must provide written documentation of commitment of resources from the housing or healthcare provider.</p>	
Maximum Total Bonus Points	10
Maximum Project Application Total	120

**ATTACHMENT D
RANKING AND TIERING POLICIES**

1. Ranking Policy

In determining the rank order of projects, the Review Panel will adhere to the following policies:

- a. Projects will be ordered in accordance with their scores as set forth in Attachment B (for renewal projects) and Attachment C (for new projects).
- b. Projects falling into Tier 1 will be submitted on the Project Priority list in the order in which they are ranked
- c. Projects falling into Tier 2 will be ranked according to the policies set forth below in Section 3 and 4.
- d. The following project types will not receive scores:
 - Renewal projects that do not have any performance data (because they were only recently awarded) will be placed at the bottom of Tier 1 or into Tier 2, at the discretion of the Review Panel.
 - Any dedicated HMIS or Coordinated Entry projects will not receive scores. As critical infrastructure for the CoC, dedicated HMIS and/or Coordinated Entry projects will be placed at the bottom of Tier 1.

2. Tier Two Project Scoring as Established in the HUD NOFO

In this year's NOFO, HUD has set forth a scoring system for Tier 2 Projects:

- a. CoC Score – up to 50 points in direct proportion to the score received on the CoC application
- b. CoC Project Ranking – Up to 40 points based on how each project is ranked within Tier 2, with those closer to the top of the list receiving more points
- c. Commitment to Housing First – projects that demonstrate low barriers to entry and prioritize rapid placement and stabilization in permanent housing, up to 10 points.
- d. Dedicated HMIS projects and supportive services only for centralized or coordinated assessment system (SSO-CE) projects will automatically receive 10 points.

All projects in Tier 2 will compete nationally for funding based on this scoring system. Projects lower on the list are less likely to be funded.

3. San Mateo County Tier 2 Policy

Once the rank order of projects has been determined (see Section 1), any projects falling into Tier 2 will be candidates for re-allocation to create new projects. The Review Panel will make a recommendation as to whether to reallocate Tier 2 projects or leave them in their rank order.

4. Reallocation Policy

The Review Panel will examine the spending history of ALL renewal projects to determine if any grants should be reduced. Any grants that have significant underspending will be candidates to have their grant amount reduced. Funds captured from grants that are reduced will be used to fund new permanent housing or rapid-re-housing project(s), which can be placed either in Tier 1 or Tier 2, or HMIS or Coordinated Entry projects, which are placed at the bottom of Tier 1.

Renewal applicants may apply to create a Transition Project by voluntarily reallocating one or more of their grants and creating a new grant of a different project type (PSH, RRH, TH/RRH). The new project will be ranked and scored according to the policies outlined in this document. There is no guarantee that Transition projects will be included in the Project Priority list submitted to HUD, and if they are, there is no guarantee that they would be placed in Tier 1.

Renewal applicants may choose to voluntarily reallocate a portion of an existing grant to create a new reallocation project, but these will not be considered Transition Grants by HUD. There is no guarantee the reallocation project will be included in the Project Priority list submitted to HUD, and if they are, will be placed into Tier 1. The new project will be ranked according to the policies outlined in this document.

5. Policy on Adjustments to New Projects

The Review Panel may request amendments to a new project application including a reduction or expansion of funding requested. The Panel may ask a project requesting bonus funds to expand their budget to incorporate re-allocated funds. Projects may also be asked to reduce their budget so that more new projects can be placed onto the Priority List. The panel may also request that a new project adjust their service model or otherwise change their proposal to make it more competitive for bonus funding or to secure points for the overall CoC application.

In the absence of new applications, or if new applications are deemed materially deficient or non-competitive, the Review Panel reserves the right to invite a new application from an existing grantee, which could be either an entirely new project or an expansion of an existing high-performing project. This applies regardless of the source of the funds (re-allocation, permanent housing bonus, DV bonus, etc.) and is intended to capitalize on the available NOFO funding by advancing highly competitive applications and positioning the CoC to receive the maximum amount of HUD funding possible.

6. Final Project Priority List

After following the process described above, the Review Panel may elect to adjust the order of projects if doing so will advance the goals of ensuring a more competitive overall funding application and maximizing our CoC's ability to fund eligible renewals and new projects. These adjustments are limited to the following:

- Adjustments to address any issues that arise from projects straddling the Tier 1 and Tier 2 line, in accordance with the policy outlined in the HUD NOFO.
- Ranking of bonus project(s).
- Ranking of DV bonus project(s).
- Ranking of renewal projects that do not yet have any performance data.

Adjustments to rank order will **not** be made to protect low-performing renewal projects from re-allocation or placement in Tier 2. Tier 2 projects remain at risk; therefore, it will be to the Review Panel's discretion to rank projects within Tier 2 strategically and competitively (i.e., if projects score similarly, the Review Panel may determine to rank a project that with capacity to serve a greater number of households higher than a project with lower capacity).

ATTACHMENT E
LOCAL APPEALS PROCESS AND APPEALS FORM

Local Appeals Process

The opportunity to appeal an adverse decision is considered an integral part of a transparent and standardized process. The San Mateo County CoC provides applicants seeking HUD CoC funding an appeal opportunity, through a review conducted by an independent committee, with the intention of ensuring the fairness of Rating and Ranking determinations.

Entities Eligible to Appeal

Appeals are available to any projects in San Mateo County that submitted a new or renewed application to the local CoC NOFO competition.

Grounds for Appeal

Appeals to the Project Priority listing are limited to misapplication of local published rating and ranking policies or HUD policies. Appeals based on disagreements with the correct application of the process will not be considered. Specific grounds for appeal are limited to:

1. Verifiable conflicts of interests seen during the rating and ranking process
2. Misapplication of published rating and ranking rules and policies by HSA staff, CoC Review Panel, or CoC Steering Committee
3. Violation of rating and ranking policies put forth by HUD
4. Technical error in calculation of score

Errors made and submitted by the project applicant will not qualify or be considered in the appeals process. Appeals will only be based on information submitted by the original application due date. New or additional information not included in the original application will not be considered as part of the appeals process. A project may not appeal based on omitted information that was not included as part of the original application. Appeals that are specifically to contest the recommendations on the Project Priority List will not be considered.

Process and Deadline to Appeal

Projects must submit their appeal in writing no later than September 13, 2023. The appeals process entails:

1. Project to complete and sign an appeal form, attached at the end of this document, and return the signed form to HSA_Homeless_Programs@smcgov.org. Appellants may attach supplemental documents to the form.
2. The form shall be reviewed by HSA and Focus Strategies staff to ensure valid grounds for appeals.

3. The Appeals will be heard by a panel of three non-conflicted members of the CoC Steering Committee, a CoC subcommittee, staff from an organization involved with the community's homelessness response system, or a community member. Appeals Panel members must be individuals who did not serve on the Review Panel.
4. Appellants will not be invited to the panel meeting, all information pertaining to an appeal should be communicated via the appeal form in step 1.
5. The Appeals Panel will deliberate, and a decision will be made based on a simple majority.
6. All decisions made by the Appeals Panel will be final.
7. If the appeal is successful, the finding of the Appeals Panel will go back to the Review Panel to make needed changes or adjustments to the Project Priority List.
8. The appellant will be notified by HSA staff of the result of their appeal (either successful or unsuccessful) and if any changes to the Project Priority List were made.
 - a. If a successful appeal impacts other projects on the Project Priority List, all re-ordered projects under the project in question will be notified of their impacted ranking as well (including the possibility of a project moving from Tier 1 to Tier 2 as the result of a successful appeal).

All agencies/applicants who wish to appeal further to HUD must utilize the process listed within section VII of the 2023 CoC NOFO and described at 24 CFR 578.35.

2023 San Mateo County CoC NOFO Local Process: Appeals Form

Instructions:

Please complete all sections of the form. You may attach supplemental materials as relevant to support your appeal. You may use as much space as needed for the narrative portions of the form.

Name of Agency: _____

Name of Project: _____

Program/Project Address: _____

Program/Project Contact Email: _____

Project Classification: New Renewal

1. Grounds for Appeal

- Verifiable conflicts of interests seen during the rating and ranking process
- Misapplication of published rating and ranking rules and policies by HSA staff, CoC Review Panel, or CoC Steering Committee
- Violation of rating and ranking policies put forth by HUD
- Technical error in calculation of score
- Other (specify):

Explanation:

2. Grounds for Appeal

- Verifiable conflicts of interests seen during the rating and ranking process
- Misapplication of published rating and ranking rules and policies by HSA staff, CoC Review Panel, or CoC Steering Committee
- Violation of rating and ranking policies put forth by HUD
- Technical error in calculation of score
- Other (specify):

Explanation:

Name of Person Authorized to Appeal on Behalf of Project: _____

Signature: _____ Date: _____

ATTACHMENT F DEFINITIONS OF HOMELESSNESS

Projects funded through the NOFO must serve households who are homeless, as defined in paragraphs 1 and 4 of 24 CFR 578, below. The following definitions of homelessness are provided in 24 CFR 578¹:

Homeless means:

(1) An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:

(i) An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;

(ii) An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, State, or local government programs for low-income individuals); or

(iii) An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;

(2) An individual or family who will imminently lose their primary nighttime residence, provided that:

(i) The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;

(ii) No subsequent residence has been identified; and

(iii) The individual or family lacks the resources or support networks, *e.g.*, family, friends, faith-based or other social networks, needed to obtain other permanent housing;

(3) Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who:

(i) Are defined as homeless under section 387 of the Runaway and Homeless Youth Act ([42 U.S.C. 5732a](#)), section 637 of the Head Start Act ([42 U.S.C. 9832](#)), section 41403 of the Violence Against Women Act of 1994 ([42 U.S.C. 14043e-2](#)), section 330(h) of the Public Health Service Act ([42 U.S.C. 254b\(h\)](#)), section 3 of the Food and Nutrition Act of 2008 ([7 U.S.C. 2012](#)), section 17(b) of the Child Nutrition Act of 1966 ([42 U.S.C. 1786\(b\)](#)), or section 725 of the McKinney-Vento Homeless Assistance Act ([42 U.S.C. 11434a](#));

(ii) Have not had a lease, ownership interest, or occupancy agreement in permanent housing at any time during the 60 days immediately preceding the date of application for homeless assistance;

(iii) Have experienced persistent instability as measured by two moves or more during the 60-day period immediately preceding the date of applying for homeless assistance; and

(iv) Can be expected to continue in such status for an extended period of time because of chronic disabilities; chronic physical health or mental health conditions; substance addiction; histories of domestic violence or childhood abuse (including neglect); the

presence of a child or youth with a disability; or two or more barriers to employment, which include the lack of a high school degree or General Education Development (GED), illiteracy, low English proficiency, a history of incarceration or detention for criminal activity, and a history of unstable employment; or

(4) Any individual or family who:

(i) Is experiencing trauma or lack of safety related to, or fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous, traumatic, or life-threatening conditions related to the violence against the individual or a family member in the individual's or family's current housing situation, including where the health and safety of children are jeopardized;*

(ii) Has no other residence; and

(iii) Lacks the resources or support networks, *e.g.*, family, friends, and faith-based or other social networks, to obtain other permanent housing.

**The language describing Category 4 Homelessness has been updated to align with the updates to the Violence Against Women Act "VAWA 2022" that went into effect on October 1, 2022.*