

San Mateo County Continuum of Care
2024 ANNUAL COC COMPETITION
PROJECT REVIEW AND RANKING PROCESS
Approved May 31, 2024

I. Background on the 2024 Annual CoC NOFO and Ranking Requirements

Each year, the U.S. Department of Housing and Urban Development (HUD) publishes a *Notice of Funding Opportunity (NOFO) for the Continuum of Care Competition*, referred to here as the Annual NOFO.

There are several categories of funding available through the NOFO competition.

- **Renewal Projects:** Funding is available for eligible renewal projects. Renewals must be rated and ranked into two tiers (see below).
- **Bonus Funding:** It is anticipated HUD will make Bonus Funding available in the 2024 competition cycle. Once HUD releases the amount of expected Bonus Funding available for the 2024 competition, San Mateo County will announce the amount of funding available for bonus projects and eligible project types. Based on previous competitions, it is anticipated that eligible project types for Bonus Funding will 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 (DV) Bonus Funding:** It is anticipated HUD will make DV Bonus Funding available in the 2024 competition cycle. Once HUD releases the amount of expected DV Bonus Funding available for the 2024 competition, San Mateo County will announce the amount of funding available for DV bonus projects and eligible project types. DV bonus projects must serve households who are survivors of domestic violence, dating violence, sexual assault, or stalking. Based on previous competitions, it is anticipated that eligible project types for DV Bonus funding will include:
 - (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.
- **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 outlines the San Mateo County CoC policies and processes governing the review and ranking of projects in the 2024 competition.

II. Rating and Ranking Process and Criteria

a. Adoption of Performance Standards

On April 12, 2023, the CoC Steering Committee adopted updated objective Project Performance Standards for all program types within the continuum (emergency shelter, transitional housing, permanent supportive housing, and rapid re-housing). Project Performance Standards were updated through a process involving:

- 1) Analyzing and reviewing past performance of programs;
- 2) Generating recommendations for updated performance standards;
- 3) Gathering feedback from local project providers; and
- 4) Finalizing recommended performance standards updates.

The updated Project Performance Standards align with HUD's System Performance Measures and reflect recent performance data from San Mateo County programs. Updated performance targets were recommended by Focus Strategies as part of their technical assistance work on HSA's Strategic Plan to End Homelessness.

The Performance Standards as amended on April 12, 2023, are attached as **Attachment A**.

b. Solicitation of CoC Applications

The CoC Lead Agency (HSA) will release an announcement of available funding and solicitation for CoC applications for both new and renewal CoC projects. An informational meeting for potential applicants (both new and renewal) will be convened to provide information on the competition timeline and application process. Funding announcements are distributed broadly via email to the provider community and also posted to the HSA website at <https://hsa.smcgov.org/continuum-care-nofanofa>. The announcements explain the

process for submitting applications and the review criteria and process. If, at the time of announcement, HUD has not released the amount of CoC Bonus or DV Bonus funding available, HSA will provide an estimated amount of anticipated bonus funding that new project applicants may use for budgeting purposes.

c. Application Process

- HSA will pull performance data from HMIS for all renewal projects, for the time period of April 2023 – March 2024. HSA will provide renewal projects at least one week’s notice to ensure applicant agencies can review all data prior to being pulled. This will take place between April 1 and June 30. If the NOFO is released within this window and data has not yet been pulled, HSA will pull data within two weeks of the NOFO being released.
- Renewal applicants will then 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 a narrative explanation or clarification regarding why they did or did not meet any of the standards. This document also includes supplemental narrative questions.
- All applicants (new and renewal) will complete and submit their Project Application(s) by emailing the materials that follow to HSA_Homeless_Programs@smcgov.org and SMC_CoC_NOFO@focusstrategies.net. Each applicant must submit the following, as appropriate for their application type (new, renewal, consolidation):
 - **Renewal Applications:** Renewal applicants must submit a completed project application packet that includes: (1) their completed Project Performance Reports including any clarifications and responses to the supplemental narrative and all supporting documents, (2) a renewal project application and detailed project budget (using the template provided); and (3) proof of an active organization registration in esnaps.
 - **New Project Applications:** New applicants must submit a completed project application packet that includes: (1) their completed supplemental narrative, (2) a detailed project budget (using the template provided), and (3) proof of an active organization registration in esnaps.
 - **Consolidation Applications:** Applicants that are consolidating two or more renewal grants must submit each project’s project application packet and must indicate in their project application packets they intend to consolidate projects.

Additional details and instructions about the application process are being developed and will be posted online at HSA’s 2024 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 to determine the preliminary ranking of the projects. The Review Panel meeting will occur after HUD has released the NOFO and the amount of bonus funding available to the CoC. HSA staff will provide panelists with the renewal and new project application packets for review prior to the meeting. HSA staff will also provide the renewal and new project scoring factors as outlined in Attachments B and C. Panelists will bring their preliminary score for each renewal and new project application to the meeting.
 - If clarification of the intention of a proposed new project or changes to a renewal project are 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.
- Following the Review Panel Meeting, all applicants will be notified whether their project is included in the application as well as their rank on the Project Priority listing.
- Projects selected onto the Priority Listing must submit a completed esnaps application that aligns with and reflects the project application submitted to the Review Panel. Esnaps applications will be reviewed for technical accuracy and to confirm the esnaps application aligns with the project model and budget submitted to the Review Panel. Match letters will also undergo a technical review for adherence to HUD requirements.

- Applicants may appeal decisions of the Review Panel in accordance with the policy outlined in **Attachment E**. The deadline and instructions to submit an appeal will be included in the project ranking notifications.
- If any appeals are submitted, then the Appeal panel will convene to review and make a final determination on the appeal. All applicants will be notified if an appeal was successful and it impacts the project rankings.
- The completed CoC Application will be brought to the Continuum of Care Steering Committee for approval. 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 consolidated 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, 2024**.

**ATTACHMENT A
PERFORMANCE STANDARDS REVISED APRIL 2023**

Measures		Emergency Shelter	Transitional Housing	Rapid Re-Housing	Permanent Supportive Housing
1	a) Exit to Permanent Housing Percent of all leavers who exited to a permanent destination	30% (S)/ 50% (F)	85%	85%	NA
	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	NA	85%
2	Length of Stay Average length of stay for program participants	Less than: 120 days	Less than: 120 days	Less than: 455 days	NA
3	Returns to Homelessness Percent of all participants who return to homelessness within six months after exiting to permanent housing	Less than: 20% (S)/ 2% (F)	Less than: 11% (S)/ 1% (F)	Less than 15%	NA
4	Increased Income Percent of adult leavers who exited and stayers (who stayed for 12 months or more) with increased total income	15%	15%	15%	NA
5	Increased or Maintained Non-Employment Income Percent of adult leavers who exited and stayers (who stayed for 12 months or more) with increased or maintained non-employment income	15%	15%	15%	10%
6	Average Utilization Rate Average daily bed/unit/ or program slot utilization	95%	90%	NA	90%
7	CoC Grant Spending Percentage of CoC award spent in most recently completed year	95%	95%	95%	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, 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, per HUD requirements.

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
1	1a. Exits to Permanent Housing (up to 15 pts)	Allocate points based on the proportion of exits that are to permanent housing destinations (e.g., if 90% of exits are to PH, 90% of points will be awarded, or 13.5 points)		Not Applicable
	1b. Exits to Permanent Housing/Retain Housing (up to 15 pts)	Not Applicable		Allocate points based on the proportion of people who exit to or retain permanent housing (e.g., if 90% of households exited to PH or stayed in the PSH project, 90% of points will be awarded, or 13.5 points)
2	Length of Stay (up to 4 pts)	< 108 days = 4 points 108 – 120 days = 2 points > 120 days = 0 points	< 455 days = 4 pts 455–545 days = 2 pts > 545 days = 0 pts	Not applicable
3	Returns to Homelessness (up to 4 pts)	< 11% (singles) or 1% (families) = 4 points	< 15% (all populations) = 4 points	Not Applicable
4	Increased 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 or Maintained 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% = 6 points 85 – 89% = 2 points < 85% = 0 points	Not Applicable	≥ 90% = 6 points 85 – 89% = 2 points < 85% = 0 points	
7	CoC Grant Spending (up to 6 pts)	≥ 95% = 6 points 90 – 94% = 3 points < 90% = 0 points		≥ 90% = 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 points)	Criteria	As indicated in Renewal Application Packet (4 points possible)	As documented in policies and procedures or other program documents (12 points possible)	
		Screening Criteria – the project does not screen out participants based on the following criteria.			
		A) Having too little or no income	0.5 points	1.5 points	
		B) Active or history of substance use	0.5 points	1.5 points	
		C) Having a criminal record with exceptions for state-mandated restrictions	0.5 points	1.5 points	
		D) History of domestic violence*	0.5 points	1.5 points	
		Termination Criteria – the project does not terminate participants for the following reasons.			
		A) Failure to participate in supportive services	0.5 points	1.5 points	
		B) Failure to make progress on a service plan	0.5 points	1.5 points	
		C) Loss of income or failure to improve income	0.5 points	1.5 points	
		D) Being a survivor of domestic violence*	0.5 points	1.5 points	
*Projects designed to serve survivors of domestic violence must have documented in policies and procedures or other program documents the specific actions taken to improve safety for households served to be awarded full points for these items.					

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 all necessary policies and procedures documented, including protocols for accepting and enrolling or denying referrals = 6 points</p> <p>Project has some policies and procedures documented; documents do not include all necessary policies and procedures for accepting and enrolling or denying referrals = 3 points</p> <p>Project does not have policies and procedures related to the referral/enrollment process documented = 0 points</p>			
12	Grants Compliance/ Monitoring (up to 4 pts)	The applicant complied with the following requirements for this grant.		Yes	No
		Submitted project APR on time		1 point	0 points
		Drew down from LOCCS for executed contract at least quarterly		1 point	0 points
		Did not return funds to HUD		1 point	0 points
		Served CoC-eligible participants (as demonstrated in written policies/procedures)		1 point	0 points
		If the applicant has serious unresolved compliance findings from HUD, the applicant will lose up to 8 points .			
13	Cost Effectiveness for PH exits or PSH units (up to 7 pts)	<p>Cost per exit to permanent housing is reasonable for project type = 7 points</p> <p>Cost per exit to permanent housing is not reasonable for project type = 3 points</p>		<p>Cost per unit served is reasonable for project type = 7 points</p> <p>Cost per unit served is not reasonable for project type = 3 points</p>	

Scoring Factor		Maximum and Minimum Scores		
		TH	RRH	PSH
14	Policy Priorities (12 pts for PSH; 6 pts for RRH)	Not Applicable	Rapid Re-Housing = 6 points	Permanent Supportive Housing = 12 points
15	Engaging People with Lived Experience (up to 5 pts)	<p>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?</p> <p>a) Project has structures/opportunities for PLEH to contribute and participate = 3 points If not = 0 points for item</p> <p>b) Project can demonstrate <i>how</i> input and expertise from PLEH has informed programmatic or organizational decisions = 2 points If not = 0 points for item</p>		
16	Connecting Participants to Health/ Behavioral Healthcare (up to 5 pts)	<p>Does the project ensure participants receive needed health and behavioral health services, including assisting participants with connecting with healthcare providers?</p> <p>Project has established processes and/or partnerships to connect participants to healthcare = 3 points If not = 0 points for item</p> <p>Project can demonstrate participants are regularly connected to needed healthcare providers = 2 points If not = 0 points for item</p>		
Maximum Score by Project Type		100	100	100

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 April 1, 2023 to March 31, 2024 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 [Total of Permanent Destinations]) by the total number of leavers (i.e., people who were exited from the program for any reason; Q22a1 [Total of Leavers]). Multiply the result by the total number of points available (15 pts.) and round to one-tenth of a point. 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 [Total of Permanent Destinations] and Q22a1 [Stayers]) by the total number of households served during the performance period (Q22a1 [Total]). Multiply the result by the total number of points available (15 pts.) and round to one-tenth of a point.

2. Length of Stay (TH and RRH): Calculated by finding the average number of days all households who exited the program stayed in the program before leaving (Q22b [Average Length for Leavers]).

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 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 income from any source. Divide the number of participants with increased income by the total pool of participants (leavers and those staying in the program at least 12 months; sum of participants with increases of income from any source in tables 19a1 and 19a2). Changes in 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 or Maintained 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 or stable non-employment income by summing the participants with increases or maintenance in income from any source in tables 19a1 and 19a2 (includes “Retained Income Category and Same \$ at Annual Assessment/Exit as Start,” “Retained Income Category and Increased \$ at Annual Assessment/Exit,” and “Did Not Have the Income Category at Start and Gained the Income Category at Annual Assessment/Exit.”) Divide the number of participants with increased or stable non-employment income by the total pool of participants (leavers and those staying in the program at least 12 months). 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 average number of units in use from the most recent Housing Inventory Count by the total number of units available identified in the 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 the HUD Expenditure reports.

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 the 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 application.

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 in 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 application.

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 application.

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>HUD encourages CoCs to coordinate with housing providers and healthcare 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, 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 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.
- e. As the CoC Planning Grant is funded from a separate allocation, the Planning Grant will not be scored nor ranked among other projects on the Priority Listing.

2. Tier Two Project Scoring

All projects in Tier 2 will compete nationally for funding. Projects lower on the Priority Listing are less likely to be funded. In previous competitions, HUD has scored Tier 2 projects based on the CoC application score, the ranking position of the project on the Priority Listing, and the project's commitment to Housing First. HUD makes all final determinations regarding which Tier 2 projects are funded.

3. San Mateo County Tier 2 Policy

Once the rank order of projects has been determined (see Section 1), any renewal 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 renewal 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 renewal 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 by the date published on the San Mateo County HSA's NOFO website (<https://hsa.smcgov.org/continuum-care-nofanofa>). 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 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 the 2024 CoC NOFO and described at 24 CFR 578.35.

2024 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.*