

## Sacramento Continuum of Care

### 2022 Special NOFO CoC Competition PROJECT REVIEW AND RANKING PROCESS

#### **I. Background on the 2022 Unsheltered Special NOFO and Ranking Requirements**

On June 22, 2022, the U.S. Department of Housing and Urban Development (HUD) published the *Continuum of Care Supplemental to Address Unsheltered and Rural Homelessness*, referred to here as the Special NOFO. Funding is available through an unsheltered homelessness set aside and a rural set aside. The Sacramento Continuum of Care (CoC) is only eligible to receive funding through the unsheltered homelessness set aside.

- The CoC is eligible to apply for up to \$10,636,073 over 3 years. Projects will be renewable after the initial 3-year term through the Annual NOFO competition.
- Eligible project types include permanent supportive housing (PSH), rapid re-housing (RRH), transitional housing and rapid re-housing (TH-RRH), and supportive service only (SSO). As the Collaborative Applicant and HMIS Lead, the Sacramento CoC can also apply for CoC Planning and HMIS projects.
  - \$319,082 (\$106,361 annually) is available for CoC Planning expenses.
  - \$10,316,991 (\$3,438,997 annually) is available for project applications.
- Projects funded through the Special NOFO must serve people who meet the federal definition of homelessness outlined in 24 CFR 578.3 paragraphs 1, except that persons coming from transitional housing must have originally come from places not meant for human habitation, emergency shelters, safe havens, or institutions where they resided for 90 days or less and originally came from places not meant for human habitation, safe havens, or emergency shelters; or 24 CFR 578.3 paragraphs 4. These definitions are included as **Attachment D**.
- All projects must participate in coordinated entry and all projects must operate consistently with the CoC Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs submitted with the CoC application. HUD will award points to CoCs that propose to develop housing projects (e.g., PSH or RRH) that utilize healthcare resources to help individuals and families experiencing homelessness. On behalf of the Continuum of Care, the Lead Agency (Sacramento CoC) is working with healthcare agencies to identify opportunities to leverage healthcare services and resources. Accepted project applicants are expected to coordinate closely with Sacramento CoC and healthcare partners to incorporate identified healthcare leverage into the project application and to utilize available healthcare resources or services when the project is operating, for project participants who are eligible for identified healthcare services. This will include ongoing close collaboration between the agency operating the project and the healthcare partner(s) identified, related to both

service provision, service coordination, and also grant and financial tracking. For example, healthcare resources specifically designed to serve people with behavioral health disorders or serve aging adults may be leveraged. As the project provider, you would be expected to assist any project participants who may be eligible for those healthcare services to connect with the healthcare provider.

## **II. Eligible Project Types and Project Costs**

As the Collaborative Applicant and HMIS Lead, the Sacramento CoC can apply for CoC Planning and HMIS projects through the Special NOFO.

Other eligible project types include permanent supportive housing (PSH), rapid re-housing (RRH), transitional housing and rapid re-housing (TH-RRH), and supportive service only (SSO) projects. In addition to the eligible project costs outlined below, all projects can use funds to support the costs associated with contributing data to HMIS and administrative costs.

Permanent supportive housing (PSH):

- Grant funds may be used for leasing, rental assistance, operating costs, and/or supportive services.
- Funds from this Special NOFO may **not** be used for acquisition, rehabilitation, or new construction.
- Project applications are not required to include all eligible project components in their funding request. For two examples, a PSH project could apply for funds only to fund supportive services if operating costs and leasing/rental assistance is provided through other means; or a project could apply for funds to provide rental assistance and support operating costs (with supportive services provided through other funding or partnerships).

Rapid Re-housing (RRH):

- Grant funds may provide supportive services, short-term (up to 3 months), and/or medium-term (3 – 24 months) rental assistance.

Transitional and Rapid Re-housing (TH/RRH):

- Projects must include both transitional and rapid re-housing components and be able to provide both components to all project participants.
- Grant funds may be used for leasing of a structure or units and operating costs to provide transitional housing, short- or medium-term rental assistance on behalf of program participants to pay for the rapid rehousing portion of the project, and supportive services.

Supportive Services Only – Coordinated Access Street Outreach Projects:

- Supportive services only (SSO) projects provide supportive services to people experiencing homelessness. For SSO projects, the project does not provide housing.

- Provide street outreach services to support Coordinated Access System participants including:
  - Problem Solving
  - Support while awaiting emergency shelter placement
  - Support to transition directly from an unsheltered situation to permanent housing, including housing navigation/location and stabilization
- Project should leverage resources for permanent housing or otherwise connect participants to permanent housing opportunities.

For more information about eligible project types and project costs, project applicants can refer to the Special NOFO and to [eCFR :: 24 CFR 578.37 -- Program components and uses of assistance.](#)

### **III. Review and Rank Process and Criteria**

The Special NOFO requires that each CoC conduct a transparent and objective process to review and rank all applications, including consideration of how projects respond to unsheltered homelessness, how they promote racial equity, and how they use a Housing First approach. Ranking of projects must demonstrate the use of established objective criteria to review project applications.

This document describes the Sacramento CoC policies and process governing the review and ranking of projects in the 2022 Special NOFO competition.

#### **a. Solicitation of CoC Applications**

On July 19, 2022, Sacramento CoC released an announcement of available funding for CoC projects under this Special NOFO. Sacramento CoC worked closely with Persons with Lived Expertise (PLE), the CoC Board, and Committees to develop the scope of work for this Request For Applications (RFA). The Sacramento CoC held a zoom meeting on August 26, 2022, to discuss the local application, review, appeals and approval Process. Request for Applications was released on August 31, 2022. The CoC anticipated holding technical assistance workshops on September 8 and September 14, 2022. Funding announcements were distributed broadly via email to the provider community and were also posted to the Sacramento CoC website. The announcements explain the process for submitting application and schedule.

#### **b. Application Process**

- On August 31, 2022, Sacramento CoC will post the project application and instructions on the CoC website and will email application materials to organizations that attended the informational meeting. They also hosted a meeting to provide an overview and review of the application submittal.

- By the date listed in the Special NOFO timeline, or Monday, September 19, 2022 by 9 a.m. all applicants must complete their Project Application(s). For those who attended the mandatory applicant conference and submit a Letter of Interest, RSG Inc. will send you a link to submit your required documents and supplemental narrative. Hard copies will not be accepted. Only applications received by the timeline above will be eligible for consideration.

Additional details and instructions about the application process are posted on the 2022 Special NOFO website at <https://sacramentostepsforward.org/2022-coc-special-nofo/> .

c. Review, Ranking and Tiering Process

- Sacramento CoC will convene an unbiased and non-conflicted Review Panel composed of representatives from neutral (non-applicant) organizations. The Panel will include Persons with Lived Expertise and may also include staff from the local providers, cities and towns within the County, CoC Board and Committee members, funders and non-profit housing and social services organizations.
- Sacramento CoC hired RSG, Inc. to prepare the application, review the submittals, facilitate the review and rank process, and present information to the CoC Board for final approval.
- The Review Panel will meet on or about September 27, 2022, to determine final ranking of the projects.
- Prior to the meeting, the Review Panel will receive copies of all project applications for review and scoring. Project applications will be scored using the scoring factors in **Attachment A**. The Review Panel may request amendments to a project application including a reduction or expansion of funding requested. The panel may also request that a project adjust their service model or otherwise change their proposal in order to make it more competitive or to secure points for the overall CoC application.
- The Review Panel may request additional information or clarifications from project applicants if the information is necessary to score and rank the project fairly and accurately.
- In the absence of applications, or if applications are deemed materially deficient or non-competitive, the Review Panel reserves the right to invite a project application from an existing CoC grantee.
- At the meeting, the Review Panel will determine the final order of ranking of projects in accordance with the Ranking Policy in **Attachment B**.
- All applicants will be notified on or about September 28, 2022, whether their project is being included in the application, if the amount of the application was modified or if their application was not being considered. For those applications being

considered by the Review Plan, a letter will be issued regarding their order on the Priority Listing.

- Applicants may appeal decisions of the Steering Committee in accordance with the policy outlined in **Attachment C**. Appeal request must be submitted in writing to Sacramento CoC by emailing [dfuentes@webrsg.com](mailto:dfuentes@webrsg.com) by Friday, September 30, 2022.
- The final project rankings, including results of any appeals (see below), will be brought to the Sacramento CoC Board for approval on or about October 4, 2022.
- After submission of the CoC Application to HUD, any applicant may submit a written request to Sacramento CoC for technical feedback as it relates to the strength of the proposal. Feedback requests may be submitted through December 31, 2022.

**ATTACHMENT A**  
**SCORING FACTORS FOR PROJECTS:**  
**2022 Special NOFO**

The review panel only review applications meeting the threshold criteria including the following:

- Applicant is eligible to apply for CoC funds
- Applicant is applying for an eligible project type
- Project serves an eligible population
- Project is willing to participate in Coordinated Entry
- Project is willing to use HMIS (or, for domestic violence [DV] survivor providers, a comparable data system)
- Project can commence on or before September 15, 2024
- Project is 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</p> <p>The project articulates how it will advance the system performance objectives set forth by HUD:</p> <ul style="list-style-type: none"> <li>• Reduce new entries into homelessness</li> <li>• Reduce the length of time people are homeless</li> <li>• Reduce returns to homelessness</li> <li>• Increase participant income</li> </ul>	0-4
<p>2. Program Planning</p> <ul style="list-style-type: none"> <li>• The New Project Application Narrative clearly describes the proposed project and program and articulates the Applicants approach and resources required to be successful.</li> <li>• 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 historically under-resourced races and ethnicities access the program, experience the program once enrolled, and the outcomes of the program</li> <li>• There is a specific plan to ensure there are no barriers to participation faced by persons of historically under-resourced races and ethnicities, particularly those over- represented in the local homelessness population</li> <li>• Applicant has described how the project will involve people with lived expertise of homelessness in providing input on program planning and evaluation, development of policies and procedures, and decision-making structures and processes</li> <li>• Project prioritizes rapid placement and stabilization in permanent housing</li> </ul>	0-5

Rating Factor	Score Range
<p>3. Responding to Unsheltered Homelessness</p> <ul style="list-style-type: none"> <li>• Project contributes to the CoC's efforts to reduce rates of unsheltered homelessness</li> <li>• Project targets participants who are coming from the street or other locations not meant for human habitation, emergency shelters, safe havens, or fleeing domestic violence</li> <li>• Project has a plan to engage with people in the target population to access the program</li> <li>• Organization has a track record of involving people with lived expertise of homelessness</li> </ul>	0-4
<p>4. Appropriateness of Housing</p> <ul style="list-style-type: none"> <li>• Type, scale, and location of the housing fit the needs of the program participants</li> <li>• Participants are assisted to secure housing as quickly as possible</li> <li>• Programs and activities are offered in a setting that enables homeless people with disabilities to fully interact with others without disabilities possible</li> </ul>	0-3
<p>5. Housing First Model</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Project will not terminate participants for: failure to participate in services, failure to make progress on the service plan, loss of income or failure to improve income; being a victim of domestic violence, or other activities not covered in the lease agreement</li> <li>• What is the landlord recruitment process to educate and retain landlords who must embrace the Housing First Model?</li> </ul>	0-3
<p>6. Program Model</p> <ul style="list-style-type: none"> <li>• Type, scale, and location of the supportive services fit the needs of the program participants and are readily accessible. This includes services funded by the CoC grant and other project funding sources</li> <li>• For SSO projects, the project describes how they will connect people to permanent housing and the coordinated entry system</li> <li>• For RRH projects, project meets National Alliance to End Homelessness (NAEH) RRH standards as outlined in <a href="#">Performance-Benchmarks-and-Program-Standards.pdf</a> (<a href="http://endhomelessness.org">endhomelessness.org</a>)</li> <li>• For PSH projects, there are sufficient services to ensure participants are successfully supported to access and sustain housing</li> <li>• For applicable housing programs (PSH, RRH, or TH-RRH), the applicant has described how they recruit and work with landlords.</li> <li>• For applicable housing programs, have documented site control.</li> </ul>	0-3

Rating Factor	Score Range
<p>7. Service Plan</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• There is a specific plan to ensure participants are assisted to secure services from the healthcare system.</li> <li>• There is a specific plan to ensure participants are assisted to obtain and remain in permanent housing in a manner that fits their needs</li> <li>• There is a specific plan to ensure participants are assisted to increase their incomes and live independently</li> </ul>	0-4
<p>8. Timing</p> <ul style="list-style-type: none"> <li>• Applicant has a clear plan to begin operations when the contract is executed.</li> <li>• Staffing and hiring plan to begin new program on or before September 2024.</li> </ul>	0-2
<p>9. Applicant Capacity</p> <ul style="list-style-type: none"> <li>• Recent relevant experience in providing housing to people experiencing homelessness</li> <li>• If the application has sub-recipients, applicant organizations have experience working together and with target population</li> <li>• 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)</li> <li>• Recent data submitted demonstrates strong performance for relevant services and/or housing provided</li> <li>• Applicant has specialized training for target population which may include Spoon Theory, cultural humility, LGBTQ and other specializations</li> <li>• Organization has a track record of involving people with lived expertise of homelessness</li> </ul>	0-6
<p>10. Grants Management</p> <ul style="list-style-type: none"> <li>• Experience administering Continuum of Care or other similar federal funding</li> <li>• Organizational and finance capacity to track funds and meet all HUD reporting and fiscal requirements.</li> <li>• Any outstanding monitoring or audit issues? If so, did they explain in the application.</li> </ul>	0-3
<p>11. Financial Feasibility and Effectiveness</p> <ul style="list-style-type: none"> <li>• Costs appear reasonable and adequate to support the proposed program</li> <li>• Match requirement is met (minimum of 25%)</li> <li>• Additional resources leveraged</li> </ul>	0-9



Rating Factor	Score Range
<b>TOTAL</b>	
Maximum Application Total	<b>46</b>

## **ATTACHMENT B RANKING POLICIES**

### 1. Ranking Policy

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

- a. As they provide critical infrastructure to the CoC, submitted CoC Planning and HMIS grants will be ranked first and second on the Project Priority List, respectively.
- b. Each member of the Review Panel will review and score all project applications, in accordance with the Scoring Factors identified in Attachment A. Scoring forms from each Review Panel member will be reviewed by RSG, Inc. for completeness and to identify any potential errors in tabulating project scores.
- c. Project scores from all Review Panel members will be summed to develop an aggregate project score.
- d. Projects will be ordered in accordance with their aggregate project scores.

### 2. Policy on Adjustments to Projects

The Review Panel may request amendments to a project application including a reduction or expansion of funding requested to ensure the CoC is submitting as competitive of an application as possible and is maximizing the total amount of funds for which the CoC applies.

This may include requesting project applicants reduce the total amount of funding applied for to enable the CoC to submit multiple project applications. Projects unwilling to amend their requested funding amounts may be excluded from the competition. The Review Panel will determine the funding amounts and number of projects to include in the CoC application based on which configuration of projects is anticipated to have the greatest impact on reducing rates of unsheltered homelessness.

The Sacramento CoC may also request changes to funds requested to ensure the Consolidated Application seeks the full amount of funding available for the CoC.

**ATTACHMENT C**  
**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 Sacramento 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.

**Eligibility For Appeals**

Projects shall be allowed to appeal the decisions of the Review and Rank Panel subject to the requirements of this section.

- A. **Timing.** All appeals shall be concluded within 5 calendar days of the Review and Rank Panel Meeting.
  
- B. **Composition of Appeals Panel.** Appeals will be sent to the CoC Advisory Board but will be heard by a non-conflicted subcommittee of Advisory Board members, together with two non-voting members, one of which will be a member of the original Review Panel.
  
- C. **Eligible Projects.** A project may appeal if:
  - 1. The Review and Rank panel recommends the project for a portion of their funding requests.
  - 2. The project is a not recommended for funding
  - 3. The project was not reviewed because it did not meet the minimum threshold requirements
  - 4. If the project was submitted by a collaboration of agencies, only one joint appeal may be made.
  
- D. **Eligible Grounds.** Appeals may be made on the following bases:

Projects recommended for a portion of funding request

- 1. May appeal its score on any grounds
- 2. May submit any information the agency feels is relevant

Projects not recommended for funding

- 1. May appeal only errors in scoring or in information provided to the Review Panel by parties other than the recipient/subrecipient
- 2. May not supplement application materials to support appeal

Projects that did not meet minimum threshold requirements

- 1. May appeal errors in scoring or in information provided to the Review Panel by parties other than the recipient/subrecipient, if correcting the error could cause the project to be recommended for funding
- 2. May not supplement application materials to support appeal

NOTE: Appeals based on policy considerations, funding priorities, or other subjective criteria will not be considered and are not eligible.

## Process for Appeals

- A. **Timeline for Appeals.** Any Project Applicant seeking to appeal must adhere to the included timeline. Failure to meet a deadline in the timeline voids the Project Applicant's appeal.
- B. **Notice of Appeal.** Project Applicants will have 24 hours after the issuance of the Priority Listing or by 5:00 p.m. September 30, 2022 to provide notice to the CoC of an intent to appeal. This notice must include:
  - i. A statement as to why the project is eligible to appeal.
  - ii. The basis for the appeal
  - iii. A brief statement of the facts upon which the Project Applicant bases its appeal. These facts need not be complete but must give the CoC a sufficient understanding for the basis of the appeal.
- C. The CoC will contact the appealing Project Applicant in an attempt to clarify the scoring decision and determine if the appeal can be resolved without requiring a formal hearing.
- D. If a resolution is not possible, the Project Applicant will submit a formal appeal pursuant to the official CoC Competition timeline.
  - iv. The Formal Appeal must consist of a short, clear, written statement no longer than two pages of the basis for the Project Applicant's appeal of the Review and Rank Panel's decision.
  - v. The Formal Appeal must be sent to RSG at [dfuentes@webrsg.com](mailto:dfuentes@webrsg.com)
- E. Upon timely receipt of the Formal Appeal, the Collaborative Applicant will convene the Appeal Panel and set a time and date for the Appeal Hearing.
- F. The Appeal Hearing shall be conducted according to the following procedure:
  - vi. The Appeal Hearing will be conducted telephonically.
  - vii. The Appeal Panel (including non-voting members) will join the call with the neutral facilitator.
  - viii. The neutral facilitator will explain the facts of the appeal and answer any procedural questions.
  - ix. The Appeal Panel may ask the Review and Rank Panel member questions about the Review and Rank Process to clarify what occurred during Review and Rank and what information the Panel considered in evaluating the Project Applicant.
  - x. The appealing Project Applicant will then join the phone call. The appealing Project Applicant will be allotted a few minutes to explain their

appeal. The Appeal Panel may then ask any questions of the appealing Project Applicant. The appealing Project Applicant then leaves the phone call.

- xi. The Appeal Panel conducts a discussion of the appeal and takes a formal vote.
- G. The Appeal Panel may consider the effect of its decision on other Project Applicants and may include those project applicants in the appeals discussion.
- H. The decision of the Appeal Panel is final.
- I. If there are revisions to the Priority Listing, the CoC Board will receive the updated list for Review and Approval.
- J. Once the Priority Listing is approved all project determinations are concluded and the Review and Rank Process is complete.

## ATTACHMENT D DEFINITIONS OF HOMELESSNESS

Projects funded through the Special 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 578<sup>1</sup>:

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:

---

<sup>1</sup> Accessible at [eCFR :: 24 CFR Part 578 – Continuum of Care Program](#)

(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 fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence;

(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.

Please note the NOFO states on page 9 of 70 the definition for homeless under paragraph (1) of section 578.3 has an exception. The exception states: except that persons coming from transitional housing must have originally come from places not meant for human habitation, emergency shelters, safe havens, or institutions where they resided for 90 days or less and originally came from places not meant for human habitation, safe havens, or emergency shelters.