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Continuum of Care Written Standard for Rankings and Ratings Protocol

NY-505 Syracuse/Auburn, Onondaga, Oswego and Cayuga Counties

I. Purpose

The Housing and Homeless Coalition of Central New York (HHC) NOFA protocols for the Continuum of Care (CoC) establishes a transparent framework for the annual CoC NOFA scoring, ranking and approval process. In order to best serve our community members through provision of effective projects and capturing the maximum funds available, projects which most closely align with the HUD and CoC priorities will be prioritized for funding.

The HUD Selection and Performance Evaluation Committee ("the Committee") consists only of non-CoC or ESG funded Advisory Board Members and also non-voting members of the Housing and Housing Coalition staff. Please see Appendix A for a list of the current members of the Performance Evaluation Committee. The duties are to oversee all monitoring of funding agencies (which is performed by the HHC staff), develop and revise the monitoring tool, perform ratings and rankings for all applications to the NOFA, and conduct HMIS user evaluations including evaluating completeness and determining whether a new applicant should receive an HMIS license. Agencies are able to submit new and renewal applications. The Committee will score these applications, based on criteria explained below, and place projects into Tier 1 and Tier 2 levels of funding.

II. FY2018 HUD Funding Availability

Total Annual Renewal Demand (ARD): $8,475,964
Bonus: $508,558
Reallocation Amount: $94,533
Amount available for new projects (Bonus + Reallocation amount): $603,091
DV Bonus: $599,313
Planning Funds: $254,279 (planning funds are not ranked)
Tier 1 (94% ARD): $7,967,406
Tier 2 (ARD-Tier 1+ bonus amounts): $1,616,429

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III. Evaluation Process (Scoring and Ranking Overview)

On behalf of the CoC, the HHC issues new and renewal applications for agencies seeking CoC funding. Applications can be found in the appendices of this document and on the HHC's website at hhccny.org. Agencies are able to submit both renewal and new project applications. The criteria for the scoring of both types of projects can be found below.

Both New and Renewal Applications are due Friday, August 3, 2018

A. New Projects (140 points)
Each agency considering applying for a new project will be required to submit an application to the HHC Director, including an operating budget. Please see Appendix B for a copy of the current new project application. The Committee then reviews and scores applications for adherence to the following HUD and local threshold criteria:

- Appropriateness of project (5 points)
- Demonstrated need for project (10 points)
- Supportive services provided to increase income (10 points)
- Project implementation plan (10 points)
- Ability to adhere to Housing First principles (20 points)
- Client-centered practices (10 points)
- Access to HMIS (5 points)
- Plan for housing retention (10 points)
- Local Priorities' match with project's primary target population (one possible answer)
  - Chronically Homeless (15 points)
  - Youth (10 points)
  - Re-entry (10 points)
  - Families (5 points)
  - Veterans (5 points)
- Budget review (10 points)
- Match Documentation (5 points)
- Cost Effectiveness (5 points)
- Management letter from agency's most recent financial audit (5 points)
- Drawdown Efficiency : Experience utilizing federal or other governmental funds (10 points)
- Coordinated Entry participation (5 points)
- NOFA Workgroup (5 points)

B. Renewal Projects
All projects requesting renewal funding will be evaluated via a local application sent to the HHC Director and reviewed by the Committee to determine their effectiveness in achieving the stated goals of the project and in

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addressing local and federal priorities; including meeting the HUD System Performance Measurements. Projects can receive up to 250 points. The following items will be evaluated upon application review:

1. Local Application (75 points) Please see Appendix C for the Local Renewal Application
- Client-centered practices (5 points)
- HMIS participation and data quality (10 points)
- Match with local priorities (one possible answer)
    - Chronically Homeless (15 points)
    - Youth (10 points)
    - Re-entry (10 points)
    - Families (5 points)
    - Veterans (5 points)
- Cost Effectiveness (20 points)
- Drawdown Efficiency (20 points)
- NOFA workgroup attendance (5 points)

2. Performance Measures (40 points)
- Percentage of newly enrolled clients that came from the Coordinated Entry list (10 points)
- RRH: Average time from project entry to housing move-in date is 15 days or less (10 points)
- PSH: Average length of stay is 180 days or greater (10 points)
- RRH: 90% of participants exit to Permanent Housing (10 points)
- PSH: 90% of participants exit to Permanent Housing (10 points)
- Less than 15% of participants returned to homelessness after 12 months in permanent housing (10 points)

3. Project Monitoring and Scoring (135 points)

The Committee also reviews and updates the monitoring/scoring tool used to score renewal projects on effectiveness and compliance annually. Please see Appendix D for the most recent scoring tool. Once the tool is completed, it is reviewed by CoC-funded agencies and then voted on by members of the Committee. From there, the tool is then sent to the HHC Advisory Board For final approval.

HHC staff conducts annual monitoring visits to CoC-funded programs five client files (four open and one closed) are reviewed on-site and HHC Staff monitors for HMIS data are heavily weighted measures used by HUD in determining the overall CoC Application scores of Continuums.

The Scoring Tool assesses projects in the following categories:
- Housing Stability, including program average length of stay
- Assistance obtaining and maintaining non-cash benefits, income, and employment

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- Housing First, assessed using HUD's Housing First Assessment Tool
- For PSH projects: percentage of chronic homelessness and bed utilization
- For RRH projects: ability to serve proposed number in previous year's application
- HMIS data quality
- CoC participation
- Coordinated Entry participation
- Ability to spend program funds
- Timely submission of APR to HUD

HHC staff scores the projects accordingly from the monitoring/scoring tool with oversight by the HHC Director and the Committee Chair. Total scores for each project are determined by adding up points in each section. The completed tools are provided to the programs and a score listing is generated by the Director and sent to the Advisory Board along with any issues presented. Additionally, a letter from the HHC Director is sent to the Executive Directors of each CoC-funded agency to inform them of the scoring and any issues. All project types (i.e., PSH and RRH) are judged together in the Committee meetings, both new and renewals.

C. Ranking protocol

A project ranking list is then generated using scores described above, in alignment with HUD and local CoC priorities. Ranking for renewal applications is determined by the project's monitoring score, system performance measures, and local application. Projects that have not been operational for an entire program year will be evaluated on the local application and local priorities. These projects will automatically be placed in Tier 1.

Projects will be recommended based upon the project application and monitoring scores that fall within the final pro rata share for the CoC, split between Tiers 1 and 2, according to HUD's NOFA. Projects will be ranked, based on score and local priority, and placed into Tier 1 until all Tier 1 funds are allocated.

The remaining projects selected for funding will be ranked and placed into Tier 2 until all Tier 2 funds are allocated.

In this project year, special attention will be given to projects that serve survivors of domestic violence when applying for set aside bonus funding.

New projects will be ranked in conjunction with Renewal Projects to ensure that the best applications are forwarded to the federal competition.

The CoC HMIS grant will be placed into Tier 1. The Planning Grant is not ranked in the NOFA process.

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For the FY2018 NOFA Competition, the Committee determined to rank and prioritize all projects in the following order, based on Point In Time, System Performance Measures, Annual Performance Report and the Coordinated Entry list to determine severity/level of need to rank projects in our CoC,: chronically homeless (CH) individuals, CH families, Veterans), RRH Individuals, PSH youth, RRH youth, PSH families, RRH families HMIS, PSH individuals only.

The HHC uses the project rating tool provided by HUD. The tool uses the community's weights for rating criteria and calculates an overall score for each project out of 100. An example of this would be, the total unweighted score for a new project is 120/140 for information on the local application, although the weighted score will be 86/ 100. An example of a renewal, the total unweighted score for a renewal project is 70/75 for information on the local application, 30/40 for performance measures collected from HMIS, and 120/135 for information collected from the monitoring tool, resulting in an 88/100 in a weighted score. Project Performance is weighted the least since this is the first year Project Performance will be scored separately.

Any renewal projects that received a significant finding during FY15 monitoring must submit a Project Improvement Plan with the renewal application. This plan must contain detailed action steps to resolve the significant finding.

There may be new projects which fail to meet the requirements that will be held out of the competition. These projects will have the lowest scores on the new application. These projects may request that the CoC provide them with technical assistance to assist them in improving their interest in submitting an application for future competitions. This process ensures that organizations that may lack the current capacity to receive a federal grant and can build their capacity for a future year.

IV. Appeals Process

Once the HHC Director, in conjunction with the Committee, have ranked applicants' renewal applications, the preliminary ranking will be emailed to all member agencies with specific scoring forwarded to the related applicant.

The Committee's recommendation will be presented to the HHC Advisory Board for approval and then presented to the full HHC (CoC general membership) for approval. An applicant may challenge the Committee's recommendation to the Board by emailing the HHC Director a Notice of Appeal. The appellant must attend the HHC Advisory Board meeting where they will be allowed to make a 10 minute presentation to the Board. The Board's decision on the slate is final. No Board Member with a conflict of interest may participate in the discussion or vote on the slate.

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NOTE: Appeals will only be considered in cases where applicants have concerns specific to the review process and scoring of their application. Appeals specific to the ranking or funding recommendation will not be considered. All notices of appeal must be based on the information submitted by the application due date. No new or additional information will be considered. Omissions to the application cannot be appealed.

Should the project decide to pursue a formal appeal to HUD, the applicant will be referred to page 58 of the FY2018 NOFA Section X to follow HUD's appeals process for submitting a solo application outside of the CoC.

Tier 1 and Tier 2 structures will be reviewed with the Committee and HHC Advisory Board and, at the next general membership or a special meeting called to ensure voting is accomplished 15 days prior to the submission deadline for the CoC Application, approved by the HHC membership.

The recommendation of the HHC Director with General Membership approval will be final.

V. Reallocation protocol

The CoC will use the reallocation process to shift funds in whole or part from existing renewal projects to new project applications, as needed. Agencies with the lowest performing projects or consistent inability to expend grant funds may be subject to reallocation.

Agencies with the lowest performing projects will be notified of the recommendation for either reallocation or development of a Project Improvement Plan, as decided by the Committee and HHC Director. In the event that an agency has failed to make progress on a previous Project Improvement Plan, the agency will be notified of the recommendation for funding reduction, or non-renewal and reallocation. Projects may also be reallocated if they no longer meet HUD and/or local priority. Any project with the same significant finding for two years in a row will be brought to the committee's attention for possible reallocation.

Agencies that choose to self-reallocate are encouraged to apply for the reallocated funds to be made available and will receive an additional 5 points on their local application for self-reallocation; however the funds will be competitive and subject to the local application process.
Any funds reallocated will return to the county of origin per merger agreements with Oswego and Cayuga Counties. For instance, if a Cayuga County Permanent Supportive Housing project is reallocated, only a Cayuga County provider could apply for those funds.

Funds may be reallocated to develop new permanent supportive housing projects, new rapid re-housing projects, or HMIS funds. The CoC has decided not to apply for the SSO for Coordinated Assessment in this fiscal year.

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When the NOFA is released, the Committee will convene to adjust the local application and review the score listing from the scoring tools. The Committee will also discuss and set HUD priorities for the current NOFA application and conduct reallocation deliberations. Once the Committee decides to reallocate the funding from the CoC-funded agency, the Advisory Board is immediately notified by the HHC Director along with the agency whose funding will be reallocated. The appeals process previously mentioned in this document will be applicable to the reallocation process.

Should any agency have questions regarding this document please contact the HHC Director.

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Appendix A

Performance, Evaluation and Selection Committee Participating Agencies

United Way of Central NY (Collaborative Applicant)
City of Syracuse – Neighborhood and Business Development (ESG Coordinator)
Onondaga County Community Development (ESG Director)
Cayuga County Department of Social Services
Auburn Housing Authority
Onondaga County Department of Children and Family Services (RHY Coordinator)
Oswego County Department of Social Services
HHC Staff (Non-voting)

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Appendix B
Onondaga/Oswego/Cayuga County Continuum of Care
2018 Local Application
APPLICATION FOR RE-ALLOCATION, BONUS and DV BONUS (NEW)

Project Name:	

Applicant Name Address Phone Number & Email	
Funding Choice	**Please indicate the funding stream for this project:** 1. **Bonus/ Reallocation** 2. **Domestic Violence (DV) Bonus**

Category	Key	Question	Point Value
Narrative	A	Please provide a general description of the program including the total amount requested and a rationale for why the program should be funded. Explain type, scale and location of housing, and supportive services. If applying for DV Bonus, please describe the projects ability to serve survivors of domestic violence, dating violence and stalking. (500 word limit)	5 points
Demonstrated Need	B	Please provide local data used to determine need for project type and target population.	10 points
Supportive Services	C	Describe how clients will be assisted in obtaining employment, income and mainstream resources to maximize their ability to live independently. (250 word limit)	10 points
Project Implementation	D	Describe your detailed plan for rapid implementation of the program, documenting how the program will be ready to begin housing the first program participant. (250 word limit)	10 points

HUD Priority			Yes	No	
Housing First	E	Do you have a policy of zero barriers to entry besides homeless and disability verification, and minimum federal safety requirements? (Policy must be attached, as "Policy A, Housing First Policy")			5 points
	F	Do you have a policy that prioritizes highest-needs clients (chronic homeless)? (Policy must be attached, as "Policy B, Chronic Homeless Prioritization Policy")			5 points
	G	Do you have a discharge policy? (Policy must be attached, as "Policy C, Discharge/ Termination Policy")			5 points

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Category	Key	Question	Yes	No	Point Value
	H	Do you have an Equal Access policy? (Policy must be attached, as "Policy D, Equal Access Policy")			5 points
Client-centered Practice	I	Does the program have policies in place to support client-centered practice? (Policy must be attached, as "Policy E, Client-Centered Policy")			5 points
	J	Describe the plan to assist clients to rapidly secure and maintain permanent housing that is safe, affordable, accessible and acceptable to their needs. (Policy must be attached, as Policy F, "Access to Permanent Housing Policy")			5 points
	K	Is your agency currently in HMIS? If not, do you have a plan to obtain access to HMIS? Please describe your plan. (150 word limit)			5 points
Retention	L	Describe your plan to ensure 90% of participants will exit to Permanent Housing or remain in Permanent Housing.			10 points
Category	**Key**	**Question**	**Yes**	**No**	**Point Value**
LOCAL PRIORITIES	M	What is your Primary Target Population to be served? (choose ONLY one)			
		• Chronic Homeless			15 points
		• Youth			10 points
		• Re-entry			10 points
		• Families			5 points
		• Veterans			5 points
Financial Feasibility	N	Please attach project budget to prove that expenses are reasonable, allocable and allowable			10 points
	O	Provide 25% match documentation.			5 points
	P	Cost effectiveness: Annual Budget divided by number of beds.			5 points
	Q	Please attach management letter from your agency's recent financial audit.			5 points
Category	**Key**	**Question**	**Yes**	**No**	**Point Value**
Strategically Allocating Resources	S	Drawdown efficiency: Does the agency have a plan to efficiently utilize and timely expend HUD funds? Describe experience in effectively utilizing federal, state, or other grant funds.			10 points
Coordinated Entry	T	Will the program participate in Coordinated Entry and follow the community's prioritization policy? Minimum requirement is 95% of referrals from Coordinated Entry (Attend meetings, accept referrals from CE List)			5 points
Additional Information/ Requirements	U	Did a program representative attend the NOFA Workgroup session?			5 points
	V	Please use this space to resolve or explain any answer you think did not accurately portray your program. Be specific.			
		TOTAL POINTS		___	**out of 140**

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Appendix C
Onondaga/Oswego/Cayuga Counties Continuum of Care
2018 Local Application
APPLICATION FOR RENEWAL

Project Name:	

Applicant Name Address Phone Number & Email	

Category	Key	Question			Point Value
Narrative	A	Please provide a general description of the program including the total amount requested and a rationale for why the program should be funded.(500 word limit)			
			Yes	No	
Client Centered Policy	D	Does the program have policies in place to support client-centered practice? (Policy must be attached, as "Policy A, Client-Centered Policy.")			5 points
HMIS Data Quality	E	Does the project fully and accurately participate in HMIS? Attach HUD Data Quality Report Framework (report should be for 7/1/17 to 7/1/18)			10 points
Local Priorities	I	What is your Primary Target Population to be served? (choose ONLY one)			
		• Chronic Homeless			15 points
		• Youth			10 points
		• Re-entry			10 points
		• Families			5 points
		• Veterans			5 points
Cost Effectiveness	J	Annual Budget divided by number of beds (people)?		___	20 Points
Strategically Allocating Resources	M	Drawdown efficiency: how efficiently is the project using its grant funds? How much is left over and returned to HUD in FY2014 and FY2015? Produce current draws for FY2016 grants. Does the agency have a plan in place to more fully utilize and expend timely HUD funds? Plan much be attached, as "Plan B, Efficiency Plan." (if below 90%)	FY2014: FY2015: FY2016: Average %:_____		20 points

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	N	Did you attend the NOFA Workgroup		5 points
	P	Please use this space to resolve or explain any answer you think did not accurately portray your program. Be specific.		
		TOTAL POINTS	_____**out of 75**	

This portion of the Renewal Application will completed by HHC Staff in regards to your Project Performance.

Category	Key	Question			Point Value
Coordinated Entry	A	What percentage of clients enrolled between July 1, 2017 and June 30, 2018 came from the Coordinated Entry List?	_____%		10 points
HUD Priority			Yes	No	
Measuring Project Performance	B1	RRH: On Average participants spend 15 days from project entry to Housing Move In Date.			10 points
	B2	PSH: On Average participants spend 180 days in project.			10 points
	C1	RRH: 90% of residents exit to Permanent Housing.			10 points
	C2	PSH: 90% of residents exit to or remain in Permanent Housing.			10 points
	D	Less than 15% of participants returned to homelessness after 12 months in permanent housing			10 points
		Total Points	_____ **out of 40**		

Renewal Application Ranking Summary

Renewal Application Score	_____**out of 75**
Project Performance Score	_____**out of 40**
Monitoring Score (Attach Project Improvement Plan if needed. See Application instructions for more information)	___**out of 135**
TOTAL Score	___**out of 250**

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Appendix D

CoC Scoring Tool

Name of Grantee:	Date:

Name(s) of Reviewer(s):

A. Housing Stability	Point Range:	Score:	Comments:
PSH Only: Program participants exiting to shelter after 12 months in housing	20 pts. = 10% or less* 15 pts. = 11% to 20% 10 pts. = 21% to 40% 5 pts. = 41% to 50% 0 pts. = 51% or more		
RRH Only: Program participants exited to permanent housing	20 pts. = 80% or more 15 pts. = 70% to 79% 10 pts. = 60% to 69% 5 pts. = 50% to 59% 0 pts. = 49% or less		
Program Average Length of Stay	5 points = 6 months (RRH)/12 months (PSH)* 0 points = 6 months (RRH) or less/12 months (PSH) or less		
B. Access to Income and Benefits	**Point Range:**	**Score:**	**Comments:**
Participants with one or more source(s) of non-cash benefits (including medical insurance) by program exit	10 pts. = 80% or more 7 pts. = 65 to 79% 5 pts. = 50 to 64% 0 pts. = 49% or less		
Program participants experiencing increased income	5 pts. = 30% or more 3 pts. = 15 to 29% 0 pts. = 14% or less		
Program participants who gain employment	5 pts. = 17% or more 3 pts. = 12% to 16% 0 pts. = 11% or less		
C. Meeting Community Need	**Point Range:**	**Score:**	**Comments:**

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	Point Range:	Score:	Comments:
Program participants coming from the street (or other locations not meant for human habitation) or emergency shelters	10 pts. = 80% or more 7 pts. = 60 to 79% 5 pts. = 30 to 59% 0 pts. = 29% or below		
Project uses Housing First practices, as assessed by the Housing First Assessment Tool	10 pts. = 80% or more 7 pts. = 60 to 79% 5 pts. = 30 to 59% 0 pts. = 29% or below		
D. PSH (leasing)	**Point Range:**	**Score:**	**Comments:**
What percentage of entries were chronically homeless?	10 pts. = 85% or more/ N/A 7 pts. = 65 to 84% 5 pts. = 50 to 64% 0 pts. = 49% or less		
Bed utilization rate	10 pts. = 90% or more 7 pts. = 75 to 89% 5 pts. = 65 to 74% 0 pts. = 64% or below		
E. Rental Assistance only	**Point Range:**	**Score:**	**Comments:**
Did the project serve the number proposed in the application?	20 pts. = 100% 15 pts. = 95% to 99% 10 pts. = 90% to 94% 5 pts. = 85% to 89% 0 pts. = 84% or less		
F. HMIS Data Quality	**Point Range:**	**Score:**	**Comments:**
HMIS HUD Data Quality Framework Error Rate	10 pts. ≤ 5% 5 pts. = 5-10% 0 pts. = 11% or above		
G. CoC Participation	**Point Range:**	**Score:**	**Comments:**
Is the agency an eligible voting member and does it participate as defined by CoC standards?	10 pts. = Yes 0 pts. = No		
Does the agency participate on minimum of one committee/workgroup with regular attendance?	5 pts. = Yes 0 pts. = No		
What percentage of entries came from the Coordinated Entry list?	10 pts. = 90% or more/ N/A 7 pts. = 75 to 89% 5 pts. = 60 to 74% 0 pts. = 59% or less		

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What percentage of entries from Coordinated Entry were in the top 20% of the priority list?	████████		
H. Project Performance	**Point Range:**	**Score:**	**Comments:**
Did the project have any significant findings during monitoring? *Significant Findings are:* *-Participants Served not meeting HUD homeless definition* *-Chronic Definition* *-Missing disability documentation* *-Rents exceeding FMR* *-Units not meeting HQS* *-Violation of termination policy* *-Ineligible spending*	Deduct 20 pts. = Yes 0 pts. = No		
What percentage of CoC funds did the program spend in their last full operating year? (Compare APR to funding amount)	10 pts = 91-100% 7pts. = 81-90% 5 pts. = 71-80% 0 pts. = 70% or less		
Was the APR submitted on time? (within 90 days of program end)	5 pts. = Yes 0 pts. = No		
TOTAL:	135		

* Programs funded for the first time in FY16 will receive full points for these questions due to not having been operational for enough time to satisfy the questions