

**2023 Continuum of Care Grants
NEW/TRANSFER PROJECTS AND PROJECTS WITHOUT A FULL YEAR OF DATA**

Approved: April 13, 2023

Summary of Factors	
Threshold Requirements	Not Scored
1. Project’s Work Consistent with Community Needs	10 points
2. Project Ability to Enhance System Performance*	54 points
3. Agency/Collaborative Capacity to Enhance System Performance	28 points
4. HMIS Participation	8 points
Total	100 points
5. Component/Population-Type Prioritization Bonus Points†	Up to 15 points Per Project

I. Threshold Requirements

<p>Threshold Criteria</p> <ul style="list-style-type: none"> These factors are required, but not scored. If the project indicates “no” for any threshold criteria, it is ineligible for CoC funding.
<p>HMIS Implementation: Projects are required to participate in HMIS, unless the project is a victim-service agency, serving survivors of domestic violence, or a legal services agency.</p>
<p>Coordinated Entry: Projects are required to participate in Coordinated Entry, when it is available for the project type.</p>
<p>Eligible Applicant: Applicants and subrecipients (if any) are eligible to receive CoC funding, including non-profit organizations, States, local governments, and instrumentalities of state and local governments.</p>
<p>Eligible New Project Type: If the project is a new project in 2023, it is an eligible new project type authorized by the FY 2023 CoC Program Notice of Funding Opportunity (NOFO): Permanent Supportive Housing (PSH), Rapid Re-Housing (RRH), or joint Transitional Housing-Rapid Re-Housing (TH-RRH) serving eligible populations.</p>
<p>HUD Threshold: All projects will be reviewed for compliance with the eligibility requirements of the CoC Interim Rule and Subsequent Notices and must meet the threshold requirements outlined in the 2023 NOFO.</p>
<p>HUD Policies: Projects are required to have compliant policies regarding termination of assistance, client grievances, Equal Access, ADA and fair housing requirements, VAWA protection, and confidentiality.</p>
<p>Renewable Activities: Projects are required to utilize the grant funds for renewable activities (e.g., leasing rental subsidies, and housing operations) as opposed to non-renewable ones (e.g., acquisition, construction, and rehabilitation).</p>

* All of the scoring factors in this tool measure projects’ anticipated contribution to improving Santa Clara County’s System Performance by strengthening the overall system of care, through data collection, coordination, prioritization and increasing resources available to end homelessness in Santa Clara County. Certain scoring factors relate to specific Performance Measures, as enumerated in each factor.

† Bonus points help ensure fairness and equal footing across scoring tools, which otherwise strongly advantage projects without data, and support prioritization of proven strong performers, while encouraging reallocation of projects not advancing system performance.

II. Detail

1. Project's Work Consistent with Community Needs: 10 Points

1A: Project Readiness
Total Points: 10
Criteria: The grantee will be ready to start enrolling participants within 12 months of the HUD application deadline. Consider: 1. Whether the agency has a feasible timeline for: <ul style="list-style-type: none">• Establishing site control (<i>if site-based and owned/leased by grantee</i>);• Units ready for move-in (<i>if site-based</i>);• Developing policies and procedures; and• Hiring and training staff. 2. How long it has taken for the applicant to start up other, similar projects. •

2. Project Ability to Enhance System Performance: 54 Points

Consider the overall design of the project in light of its outcome objectives, and the Continuum of Care's goal that permanent housing programs for homeless people result in stable housing and increased income (through benefits or employment).

2A: Services Provided <ul style="list-style-type: none">• Based on narrative submitted as part of the proposal• This factor is scored by the Pre-NOFA Panel.
Total Points: 12
Criteria: Services provided or described are adequate to meet the needs of the population served, as indicated by: 4 pts <ul style="list-style-type: none">• The applicant understands and describes the needs of the participant population;• The type of services that will be provided (housing navigation, substance use treatment, trauma informed care, youth-targeted programming, etc.) will meet the needs of the participant population;<ul style="list-style-type: none">○ For projects dedicated to serving survivors of domestic violence, dating violence, sexual assault, stalking, and/or human trafficking, the project design promotes participant safety. 4 pts <ul style="list-style-type: none">• The project will maintain case manager to participant ratios that meet the needs of participants, taking into consideration other program staffing and the scope of responsibilities assigned to case managers. For example, ratios may be different if case managers are responsible for case management alone vs case management and housing search; 4 pts <ul style="list-style-type: none">• The applicant will take a participant-led and strengths-based approach to housing search, housing stability planning, and goal-setting that meets each participant where they are.

2B: Staffing & Training
Total Points: 12
Criteria: 4 Points: Will the project be staffed appropriately to provide the services that the applicant will offer?

4 Points: Will staff be well trained to meet the needs of the population to be served?

4 Points: For services that will be provided by other organizations in the community, how will the applicant connect participants to those services?

HUD System Performance Measures 2, 3, 7b

2C: Program Outcomes

Total Points: 10

Criteria:

Has the agency demonstrated, through past performance, the ability to successfully carry out the work proposed and effectively provide services to people experiencing housing crises? † Consider:

5 Points: The agency's experience and outcomes related to the following or comparable measures of housing stability and increased income in any prior housing projects:

- **For permanent supportive housing:** The percentage of formerly homeless individuals who remain housed in the HUD permanent supportive housing project or exited to other permanent housing, excluding participants who passed away;
- **For rapid rehousing/transitional housing:** The percentage of homeless persons who exited the project to/in a form of permanent housing, excluding participants who passed away;
- **For all projects:** The percentage of stayers/leavers that increase cash income from entry to latest status/exit;
- **For all projects:** The percentage of stayers/leavers with non-cash benefit sources.

5 Points: How the agency has analyzed the outcomes and improved program design and service delivery. The agency should give specific examples of ways it has used data about program outcomes to identify areas for improvement, and changes or strategies it has implemented in response.

† For projects dedicated to serving survivors of domestic violence, dating violence, sexual assault, stalking, and/or human trafficking, the agency should provide examples of outcomes and program operations for existing or prior housing projects that serve(d) a similar population.

HUD System Performance Measures 2, 3, 4, 7b

2D: Affirmatively Furthering Fair Housing

Total Points: 9

Criteria:

The program design ensures that housing will be available and accessible to the diverse population of persons experiencing homelessness, and the agency will take proactive steps to promote fair access to housing without regard to race, ancestry, religion, disability, sex, sexual orientation, gender identity, gender expression, genetic information, marital status, familial status, and source of income. Consider:

- To what extent will the program be able to effectively serve eligible clients of different backgrounds, experiences, cultures, abilities, and language proficiencies?
- How will the program ensure clients receive reasonable accommodations whenever they are needed?
- How will the program ensure that clients know their housing rights and are protected from housing discrimination based on race, ancestry, religion, disability, sex, sexual orientation, gender identity, gender expression, genetic information, marital status, familial status, and source of income?

HUD System Performance Measures 2, 3, 7b

2E: Alignment with Housing First Principles

- Based on narrative response submitted as part of the proposal.
- This factor is scored by the Pre-NOFA Panel.

Total Points: 10

5 points:

The project will enroll individuals or households referred through Coordinated Entry regardless of the following circumstances. The scoring panel should take into account any legal requirements explained by the applicant.

- Behavioral Health
 - Person is actively using substances (including alcohol or illegal drugs)
 - Person has chronic substance use issues
 - Person has a mental health condition
 - Person has a mental health condition that is currently untreated
- Experience with Criminal Legal System
 - Person has a felony conviction
 - Person has an arson conviction
 - Person is on the California Sex Offender Registry
 - Person has a conviction for intimate partner violence or sexual assault
 - Person has another type of criminal conviction
- Income
 - Person has no current source of income
 - Person has poor credit
- History of Intimate Partner Violence
 - Person has been the victim of intimate partner violence and either has not separated from their abuser or does not plan to obtain a protection order
- Service Participation
 - Person refuses to agree to participate in services

5 Points: The project will work with participants to avoid involuntary project exit, in compliance with the CoC's Policy for Participant Termination, through client-centered case management, robust support and resources, and a no-fail approach.

HUD System Performance Measures 1, 3, 7

3. Agency/Collaborative Capacity to Enhance System Performance: 28 Points

3A: Administrative Capacity

Total Points: 10

Criteria:

- The agency has experience managing and implementing at least one other federal, state, County, or similar large grant or project that demonstrates its financial capacity; OR

- The agency describes adequate staffing, financial systems, and internal controls to demonstrate its financial capacity; OR
- The agency describes a robust and concrete plan to develop staffing, financial systems, and internal controls to successfully manage the CoC grant funding (e.g. through hiring, training, and/or technical assistance).

3B: Compliance

- Based on any financial audit, HUD monitoring report and correspondence, and supplemental information submitted as part of the proposal.
- This factor is scored once per agency.

Total Points: 5

Criteria:

To what extent do the agencies (especially the lead agency)/does the agency have:

- Any outstanding financial audit findings or concerns?
- Any outstanding HUD monitoring findings or concerns and/or any history of sanctions imposed by HUD, including – but not limited to – suspending disbursements (e.g., freezing LOCCS), requiring repayment of grant funds, or de-obligating grant funds due to performance issues?
- If yes, what steps is the agency taking to resolve the findings or concerns and to what extent has the program advised the Collaborative Applicant of issues identified by HUD?

If an agency has no outstanding audit or monitoring findings or concerns and no history of sanctions imposed by HUD, the agency should receive full points.

3C: CoC Participation

- Based on information submitted as part of the proposal

Total Points: 2

The applicant receives 2 points if they attended at least 6 CoC meetings or trainings in the 12-month measurement period specified on the Request for Information form.

3D: Participant Leadership in Service Design and Project Implementation

- This will be scored based on written policies and procedures submitted by the project and a narrative response demonstrating client participation in program design and policy-making.
- This factor is scored once per agency.

Total Points: 9

Criteria:

Does the agency engage unhoused and formerly unhoused participants and staff in **service design and project implementation**? The strategies described can be agency-wide or specific to CoC-funded projects.

5 Points: Agency uses/will use one or more of the following strategies for prioritizing lived experience and/or building participant leadership.

High-Priority Strategies (eligible for max 5 points)

- The applicant has a participant advisory board that has the authority to make recommendations directly to the agency leadership and/or board of directors; OR
- At least 15% of the applicant's board of directors and/or leadership is reflective of the population it serves (e.g. race, ethnicity, experience of houselessness, disability, experience with the criminal legal system, experience in foster care, etc); OR
- At least 25% of the applicant's staff OR 25% of staff of each CoC-funded project are reflective of the population served (e.g. race, ethnicity, experience of houselessness, disability, experience with the criminal legal system, experience in foster care, etc) - not including temporary or stipended roles; OR
- Resources are dedicated to support community advocacy by participants (e.g. stipends for participant advocacy work, public speaking skills development, etc) OR
- The applicant's hiring policies and approaches (e.g. job descriptions and/or qualifications, peers support positions, on-the-job-training, outreach/recruitment strategies, etc) are designed to prioritize hiring and retention of people with lived experience or identities that reflect the population served (e.g. race, ethnicity, experience of houselessness, disability, experience with the criminal legal system, experience in foster care, etc).

Additional Strategies (eligible for max 3 points)

- Each CoC-funded project has at least one staff member with experience being unhoused;
- The applicant has a participant advisory board, but it is not entitled to make recommendations directly to leadership or the board of directors;
- The applicant administers satisfaction or feedback surveys to participants in all CoC-funded projects;
- The applicant uses client focus groups which include participants in CoC-funded projects;
- Other strategies the project uses to support participant leadership in service design or project implementation.

4 Points: The applicant must give an example of feedback or input received from participants in the past 4 years (time frame is given in the Request for Information form). Feedback can be from participants in a CoC-funded project or in another project operated by the agency, as long as the applicant clearly describes how feedback would impact or affect all CoC-funded projects.

The applicant must describe how they responded to the feedback, which may include but is not limited to any of the following:

- Exploring the feasibility of changes in response to the feedback,
- Communicating with agency leadership and/or board of directors about the feedback,
- Communicating with participants about follow-up efforts in a feedback loop,
- How the decision was made to make changes or not make changes based on the feedback, and/or any changes that were made to the project or services.

3E: Advancing Racial Equity and Cultural Competency

- This will be scored based on a checklist and narrative response
- This factor is scored once per agency.

Total Points: 7

Criteria:

Has the agency implemented strategies to advance racial equity within the applicant agency and/or its programs?

3 Points:* The applicant utilizes one or more of the methods listed in the Local Project Application for advancing racial equity.

- High Priority Strategies
 - 3+ strategies = 3 points
 - 2 strategies = 2 points
 - 1 strategy = 1 point
- Other Strategies
 - 3+ strategies = 2 points
 - 2 strategies = 1 point

**The maximum total points for this section is 3 points, regardless of the number of strategies selected..*

1 Point: The applicant provides a racial and ethnic demographic breakdown of staff, along with languages spoken by staff, compared to a racial and ethnic demographic breakdown of participants served and languages spoken by participants. The data provided demonstrates that the applicant’s staff reflects its population served in terms of race, ethnicity, and languages spoken.

1 Point:

- If applicant’s staff is currently NOT reflective of its population served:
 - The applicant describes a plan to change its hiring policies and approaches (e.g. job descriptions, qualifications, recruitment, etc) to prioritize the hiring of staff who reflect its population served.
- If applicant’s staff IS currently reflective of its population served:
 - The applicant describes its current or planned strategies to retain and further empower BIPOC staff.

2 Points: The applicant describes one or more of the applicant’s most important strategies to address racial inequities and ensure culturally-responsive programming, including any significant successes they have had with these strategies over the past year. The applicant should use specific examples where possible, including any substantive changes to programming that were made.

- The applicant should not describe any strategies already covered in its narrative about hiring policies.
- The applicant may describe a strategy listed in the Local Project Application under “High Priority” or “Other Strategies,” or the applicant may describe a strategy not listed.

4. Data: 8 Points

4: Data Collection & Performance Metrics

Total Points: 8

Criteria:

The agency describes how it uses data or information about participant outcomes to inform and improve it's project implementation or service delivery. The description should include:

- how and when information is collected from participants,
- how it is recorded or stored,
- how participant confidentiality is protected,
- how and how frequently outcomes are analyzed.

The agency describes the measures it uses or will use to evaluate project success. The measures described do not need to be identical to the CoC's performance metrics, but at least one should be related to housing and/or economic stability.

5. Component/Population-Type Prioritization: Up to 15 Bonus Points

5A: Permanent Supportive Housing

Total Points: 5

Criteria:

Permanent supportive housing serving chronically homeless or Dedicated Plus individuals and families will be awarded bonus points to demonstrate the CoC's funding priorities.

5B: Unique Capacity

Total Points: 5

Criteria:

Demonstrate significant connections to and capacity to support:

- BIPOC individuals and/or families;
- People with HIV/AIDs;
- People with Intellectual or Developmental Disabilities;
- People with Serious Mental Illness;
- Older adults & seniors;
- Young adults (aged 18-24);
- LGBTQIA+ individuals; or
- Individuals with experience in the criminal legal system.

Significant connections or capacity may be demonstrated by the following:

- The composition of the organization is representative of its target population;
- The organization works in partnership with people in its target population to build community and/or engage in advocacy; and
- The organization works collaboratively with other organizations or groups that support the target population.

5C: Leveraging Housing or Healthcare Resources

Total Points: 5

Criteria:

Permanent supporting housing or rapid rehousing projects that submit at least one written commitment that meets **at least one** of the criteria below will be awarded bonus points. The written commitment can be a letter of commitment, contract, or other formal written documents that demonstrates one of the criteria below.

Criteria 5C1: Leveraging Housing Resources:

Housing subsidies or subsidized housing units not funded through the CoC or ESG programs that account for:

- 25% of PSH units; **OR**
- Housing for 25% of RRH participants.

Criteria 5C1: Leveraging Healthcare Resources:

Resources from a healthcare provider or public or private health insurance provider of at least:

- In the case of a substance abuse treatment or recovery provider, access to treatment or recovery services for all qualifying and interested program participants; **OR**
- An amount that is equivalent to 25% of the funding being requested for the project will be covered by the healthcare organization.

Sources of health care resources include direct contributions from a public or private health insurance provider to the project, or provision of health care services by a private or public organization tailored to the program participants of the project.

Partial Points:

New PSH and RRH project applications will receive 2 of the 5 bonus points for attaching any written commitment of housing or healthcare resources, even if they do not meet the threshold for amount of commitment (e.g. a housing commitment of fewer than 25% of PSH units).