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March 26, 2019

TO: 2019 Continuum of Care Renewal Applicants

FROM: Michael Gause, Continuum of Care Coordinator

RE: Rating & Ranking Process for the 2019 Continuum of Care Competition

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The Department of Housing and Urban Development (HUD) requires that local CoC's prioritize all renewal and new projects submitted in our consolidated application. As in past years, project priorities will be generated by a scoring system, site visits and interviews by the Performance Management and Evaluation (PM&E) Task Group, made up of impartial members of the HOME Sonoma County Technical Advisory Committee (TAC).

HUD has yet to release information on the opening of its application period but has indicated it would like to open the competition on a similar timeline to last year's opening in July 2018. In order to more closely align with best practices from HUD, the process for rating and ranking has changed slightly in 2019 in order to evaluate both renewal and new projects on a more equitable basis. Staff and PM&E members will begin monitoring renewal projects in April-May 2019 but will not finalize ranking of renewal projects until the NOFA period opens.

Final funding decisions, including decisions about Tier 1 & 2 funding, will be made by the HOME Sonoma County Leadership Council.

**Please read the following instructions carefully:**

In 2019, sixteen (16) projects with contract end dates in 2019 will be up for renewal in the Continuum of Care competition. A list of renewal projects is attached. We anticipate that all of these projects will be conditionally awarded for the 2020-2021 contract year. Project scoring will take place in three phases this year:

1. **Collection and Preliminary Scoring** of performance data, background documents, project and agency monitoring questionnaires.
2. **Site Visits and Interviews** will be scheduled for all CoC-funded agencies in 2019. As in years past, focus will be based on:
  - a. Concerns following review of documentation and scoring;
  - b. Concerns or corrective action plans in 2016-2018; or
  - c. Projects renewing for the first time.

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## **Phase One: Collection and Preliminary Review of Renewal Evaluations (April 22<sup>nd</sup> – May 6<sup>th</sup>)**

**Please see the attached checklist of required documents to be submitted by April 22<sup>nd</sup>, 2019.**

Scoring for 2019 renewal projects has changed slightly and is subject to revision by the PM&E Task Group in April 2019; the draft scoring schema is attached here and will also be utilized for new and renewal projects. Final scoring will not be completed until the Continuum of Care Competition opens. Projects are scored on:

- Performance on outcomes we report to HUD (54 points)
- Alignment with local priorities (10-Year Plan goals) (6 points)
- Agency Capacity (40 points)

Scores will be derived from the project's most recent Annual Performance Report (APR), mid-year APRs where appropriate, review of HMIS and other compliance (including HUD monitoring or audits), and responses to monitoring questionnaires. New projects will be scored on proposed outcomes in the same areas. Agencies new to the Continuum of Care funding stream are highly encouraged to apply for new projects created through Bonus Projects or reallocation once the NOFA period opens. In 2019, there are updated questionnaires for Housing First approach, cultural competency, and disability access. New projects funded in the FY 2018 CoC Competition will not be scored but will still be required to submit documents (excluding the Annual Performance Report).

The Performance Management and Evaluation Task Group will meet in April 2019 for a review of the CoC Evaluation Process and in early May 2019 to review preliminary scoring for new projects and finalize the schedule of site visits. Final scoring will be compiled after the FY 2019 Continuum of Care NOFA is released; new project scoring will closely align with renewal project scoring and will be weighted equally.

## **Phase Two: Interviews and Site Visits to Selected Projects (May 6<sup>th</sup> – June 3<sup>rd</sup>)**

All agencies will receive site visits in 2019.

You and your staff will be invited to an additional interview with the Evaluation Committee to discuss concerns that may have arisen through the review process and site visits. Both interviews and site visits will enable providers to discuss project and agency monitoring forms and address any questions that have arisen with committee members. **Please have the following staff present at site visits as well as any follow-up interviews:**

- **Program manager**
- **Direct service staff**
- **Staff in charge of financial and grants management**

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On **April 17<sup>th</sup>** the HOME Sonoma County Leadership Council (CoC Board) will receive an initial report on the renewal evaluation process and overall CoC NOFA process. The Leadership Council will make final determinations at a meeting after the Continuum of Care NOFA has been released from HUD.

### **Conditional vs. Unconditional Renewal**

Policies for conditional vs. unconditional renewal are as follows: once projects have been scored, **a threshold for unconditional renewal will be established at 80%** of the top score. Projects scoring below the threshold will be asked to develop a plan to address performance issues before the release of the 2019 Notice of Funding Availability, or to voluntarily give up award moneys to be reallocated to a new project. Determination of any conditions to renewal will be made by May 27, 2019. Any required Corrective Action Plans must be submitted for approval by June 10, 2019 so that a final determination can be made as to whether the project goes forward for renewal, via the CoC Coordinator's recommendation to the Leadership Council.

### **Looking Forward to the 2019 CoC Application Period**

We anticipate the 2019 application period may open as early as June 2019 and that the evaluation process could potentially overlap into the application period. If the application is delayed 30 days or more following completion of the evaluation process, staff will distribute a Reallocation Questionnaire by which CoC-funded agencies must inform the CoC if they do **not** intend to submit a project for renewal, or if they expect to **reduce** their request. We will also release a local RFP for possible new projects after the 2019 application is released.



## CHECKLIST OF REQUIRED DOCUMENTS *for Sonoma County Continuum of Care 2019 Renewal Project Evaluations*

**All documents must be received by 5:00 pm, April 22, 2019**

*Points will be deducted for late submissions. Please read carefully for changes from last year.*

- Most recent submitted APR with complete reported financials. If a new APR is in process, please submit the submitted one and a draft of the new one.
- 1-page letter, signed by the agency's CEO, giving HUD staff consent to discuss its Continuum of Care projects with the Sonoma County Continuum of Care Coordinator. Each project should be named with the contract reference number for the current contract year.
- Completed Agency Monitoring Questionnaire (1 for the entire agency) and Project Monitoring Questionnaire (1 for each project), enclosed with this memo.
- Completed HMIS Questionnaire, required only if your agency does not receive funding from the Sonoma County Community Development Commission.
- Copies of any audit and monitoring communications received **in the past 3 years** from HUD, Department of Housing and Community Development, Cities, County, United Way, St. Joseph's Community Benefit, or Community Foundation.
- Most recent agency financial audit *including auditor's management letter*. Any concerns or findings must be included.
- Most recent Board of Directors packet (if your agency does not regularly copy the Continuum of Care Coordinator). Include agenda, minutes, and supplemental materials from the most recent Board meeting.
- Organizational charts for each renewal project, and for the agency.
- Completed Threshold Criteria Form, Housing First Questionnaire, Housing First Assessment Tool (electronic submission), Cultural Competency Questionnaire, and relevant attachments listed in questionnaires.
- Contact information for your agency's 5 largest funders.

**All documents must be received as individual electronic files.** Individual documents may be scanned but must be submitted as individual files. If all documents are scanned together, they will be returned, with points deducted for late submission. The following are acceptable means of delivery:

- By e-mail or ftp service to [Michael.Gause@sonoma-county.org](mailto:Michael.Gause@sonoma-county.org) (preferred); **OR**

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- A CD or thumb drive, hand-delivered to Continuum of Care Coordinator, c/o Sonoma County Community Development Commission, 1440 Guerneville Road, Santa Rosa, CA 95403.

**Questions?** You may contact Michael Gause, the Continuum of Care Coordinator, for clarification of any item at [Michael.Gause@sonoma-county.org](mailto:Michael.Gause@sonoma-county.org), and by phone at (707) 565-1977.



## Scoring for the 2019 CoC Competition – Renewal Projects

### Project Performance Measurement and Local Priorities (Subject to Revision by Evaluation Task Group)

Performance Measurement	Scoring Methodology	Points	Scoring Key
<b>1. Housing performance</b>			
1a. PSH Housing Outcome: % of leavers + stayers stably housed at contract year end (HUD System Performance Measures 1, 3, 7)	From APR: (Q5a. total number of clients - (Q23a + Q23b subtotal temporary + institutional + Other destinations)) ÷ Q5a., total number of clients. Prorated up to 5 points for 89% or higher.	5	Pro-rated by % stably housed Ex: 89% = 5 pts 67% = 3.75 pts 50% = 2.5 pts
1b. % of PSH beds dedicated to chronically homeless people	From APR Q2, Actual Bed & Unit Inventory, CH beds ÷ (total) Beds. Prorated up to 5 points for 100% of beds.	5	Pro-rated by % CH dedication Ex: 100% =5 pts 50% = 2.5 pts
1c. Reducing Length of Time Homeless  (HUD System Performance Measure 2)	Measured by length of time homeless in all agency ES/TH programs from 7/1/17-6/30/18. <b>(For Victim Service Providers, this will be measured by analyzing non-identifying data submitted from the same period exiting ES/TH programs)</b>	5	Average # of days: 100 days or less = 5 pts 101-115 days = 4 points 116-149 = 3 points 150-179 = 2 points 180+ = 1 point
<b>2. Income performance</b>			
3a. Clients exiting with earned income (HUD System Performance Measure 4)	From APR Q17 Cash Income sources - leavers, number of adults with Earned Income ÷ Q5a. total number of adults.	5	Pro-rated by % exiting with earned income Ex: 100% =5 pts 50% = 2.5 pts
3b1. % who increased income from employment from program entry to exit (HUD System Performance Measure 4)	From HMIS APR:(Q19a.1+2) Number of Adults with Earned Income: Retained Income Category and Increased \$ at Follow-Up/Exit + Did Not Have the Income Category at Entry and Gained the Income Category at Follow-Up/Exit) ÷ Q5a Total Adults	5	Pro-rated by % exiting w/ increased income Ex: 100% =5 pts; 50% =2.5 pts
3b2. % who increased income from sources other than employment (HUD System Performance Measure 4)	From HMIS APR:(Q19a. 1+2) Number of Adults with Other Income: Retained Income Category and Increased \$ at Follow-Up/Exit + Did Not Have the Income Category at Entry and Gained the Income Category at Follow-Up/Exit) ÷ Q5a Total Adults	5	Pro-rated by % increased other income Ex: 100% = 5pts; 50% = 2.5 pts
4. Mainstream resources: % of clients accessing mainstream resources	From APR: (1 - (Q20b. Number of Non-Cash Benefit Sources, Adults with No sources) ÷ Q5a., total number of adults.	5	Pro-rated by % #of sources gained Ex: 100% = 5pts; 50% = 2.5 pts

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Performance Measurement	Scoring Methodology	Points	Scoring Key
(HUD System Performance Measure 4)			
5. Year-end Utilization	From APR Q2 & 5a stayers/total beds, prorated up to 5 points.	5	Pro-rated by % #of beds utilized Ex: 100% = 5pts; 50% = 2.5 pts
6. Housing First Practice and Implementation	Full points awarded for compliance with responses to Housing First Questionnaire and Fidelity Tool	10	.5 pts awarded per question (10 total questions); 5 pts for Housing First Fidelity Tool
7. Collaboration with Coordinated Entry	Percentage of accepted eligible referrals from Coordinated Entry  (HMIS Coordinator will review)	4	4 pts – 100% of referrals accepted 3 pts- 80-89% of referrals accepted 2 pts – 70-79% of referrals accepted 1 pt – Less than 70% accepted referrals
<b>Local Priorities</b>			
1. Alignment with 10-year plan goals	1.5 points for each goal that is a focus of the project, up to 6 points. Goals may include:	6	Full pts for detailed examples of collaboration in each component
<ul style="list-style-type: none"> <li>Evidence of Project’s collaborations with corrections partners</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of SSI/SSDI Outreach Access &amp; Recovery (SOAR) benefits advocacy.</li> </ul>		
<ul style="list-style-type: none"> <li>Evidence of current practice to prioritize chronically homeless or otherwise medically compromised for permanent housing. (Ex: linkage to HOST or linkage to healthcare partners)</li> </ul>	<ul style="list-style-type: none"> <li>Alignment with Upstream Investments as evidenced by agency practices on the Upstream portfolio, or other evidence-based practice databases</li> </ul>		
<b>Total Points for Performance/Local Priorities</b>		<b>60</b>	

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### Agency Management and Capacity

Performance Measurement	Scoring Methodology	Points	Scoring Key
Financial/Audit: process, timeliness; findings/management letter, overall fiscal health	Review of financial documents by CoC Coordinator/SCCDC Accounting staff/Agency Monitoring Questionnaire	5	4-5 pts: No findings, timely audit, etc 2-3 pts: Findings in past 3 years, late audit 0-1 pts: Lack of audit
Contract administration: CoC APR Review – accuracy and timeliness of reporting.	Review of APR by CoC Coordinator and Senior Community Development Specialist	5	5 pts: timely submission & no inaccuracy of reporting 3-4 pts: 2-3 errors in submission 0-2 pts: late submission 3+ errors
Spend down of funds/match	Review of APR by CoC Coordinator	5	5 pts: full spenddown 4pts: 85-99% spend 3 pts: 75-84% spend 2 pts: 65-74% 0-1pts: < 65%
Review of monitoring from past 3 years, & performance in last 3 CoC competitions	Full points only if monitoring for past 3 years is submitted and no issues are found/review of ranking in previous CoC competitions	2.5	Full pts for no findings
Cultural Competency and Client Feedback Process	Review of cultural competency questionnaire	2.5	Full pts for having a client advisory board, full explanation on procedures, all forms submitted
Change Management & Institutionalization of Knowledge: Procedures are in place to ensure transmission of program and grants management knowledge when staff changes take place.	Program & Agency Monitoring Questionnaire responses	5	Full pts for plan and procedure for management change and turnover and evidence of Interim Rule training; Pro-rated pts for lack of formal procedures
Collaborative effort: CoC & Count participation	Based on attendance records, up to 5 points for full participation	5	5 pts: attendance at all Quarterly Meetings, count participation, participation in 4 or more work groups 4 pts: Participation in 3-4 work groups 3 pts: Participation in 50% of Quarterly Mtngs and 2 workgroups 1-2 pts: Less than 50% QM and 1 workgroup or less

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Performance Measurement	Scoring Methodology	Points	Scoring Key
High data quality and timeliness of assessments.	<p>HMIS Coordinator analysis &amp; report - A total rate of error is calculated by combining all data errors and dividing by the total number of clients that contributed to that category – 1, 2, and 4 entries look at total clients served in period, and 3, and 4 exits look at leavers in period.</p> <p>10 points - 100%            9 points - 97 - 99.9%            8 points - 94 - 96.9%            7 points - 91 - 93.9%            6 points - 88 - 90.9%            5 points - 85 - 87.9%            4 points - 82 - 84.9%            3 points - 79 - 81.9%            2 points - 76 - 78.9%            1 point - 73 - 75.9%            0 points - &lt;73%</p>	10	<p>There are 4 criteria:</p> <ol style="list-style-type: none"> <li>1. Personally Identifiable Information</li> <li>2. Universal Data Elements Disabling Condition</li> <li>3. Income and Housing Data Quality Destination</li> <li>4. Timeliness Assessment data is entered in HMIS 6 days or less after assessments are administered</li> </ol>
<b>Total Agency &amp; Management Capacity points</b>		<b>40</b>	
<b>Total Possible Points</b>		<b>100</b>	

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## 2019 CoC Renewal Project Evaluations Schedule of Events

Timeframe	Tasks
Week of March 25 <sup>th</sup>	Memo and requirements for submission released
March 25 <sup>th</sup>	Report to HOME Sonoma County Technical Advisory Committee on FY 19 Process
April 10 <sup>th</sup>	Performance Management & Evaluation Task Group Review and Approval of Scoring
April 17 <sup>th</sup>	Report to HOME Sonoma County Leadership Council on FY19 Process and Approval of Scoring
April 22 <sup>nd</sup>	Renewal documentation due
May 6 <sup>th</sup>	Preliminary review of renewal documentation completed
May 6 <sup>th</sup>	Performance and Evaluation Management Task Group Meeting – Review of Renewal Documents
May 6 <sup>th</sup> – May 23 <sup>rd</sup>	Site visits to all programs
Week of May 27 <sup>th</sup>	Performance measurement and evaluation completed; Evaluation Team recommendations on any corrective action plans submitted
June 10 <sup>th</sup>	Corrective action plans due (if applicable)
June TBD	Final report on corrective action to HOME Sonoma County Leadership Council; Preparation for final review and ranking of all new and renewal projects when FY19 Continuum of Care NOFA is released
June-July TBD	Continuum of Care NOFA released
July TBD	Local Request for Proposals for new projects released
August TBD	Rating and Ranking of New and Renewal Projects by HOME Sonoma County Performance and Evaluation Task Group
August TBD	Final Rating and Ranking of New and Renewal Projects by HOME Sonoma County Leadership Council and Submission of CoC NOFA