

Sacramento City & County Continuum of Care (CA-503)

2022 Continuum of Care (CoC) Supplemental to Address Unsheltered Homelessness New Projects Request for Applications (RFA)

Mandatory Applicants Conference Webinar: August 26, 2022, 8 AM – 10 AM

RFA Released: September 1, 2022

Mandatory Letter of Intent Required: September 6, 2022

Technical Assistance Workshops:

September 8, 2022, 1 PM – 2:30 PM

September 14, 1:30 PM - 2:30 PM

Written Questions Deadline: September 15, 2022, 9 AM

Submission Deadline: September 19, 2022, 12 PM via email. Please submit Application workbook, required attachments and New Project Application Narrative. An email link will be sent to eligible applicants for uploading documents.

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A. DESCRIPTION OF WORK

1. Objective

The U.S. Department of Housing and Urban Development (HUD) released a nationally competitive Continuum of Care (CoC) Notice of funding opportunity (NOFO) to Address Unsheltered and Rural Homelessness. The Sacramento Continuum of Care (CoC) is releasing this Request For Applications (RFA) to identify new projects to proposed to HUD for funding consideration. Sacramento Steps Forward has hired RSG Inc. to facilitate the RFA Special NOFO process.

The purpose of this Special NOFO is to promote targeted efforts that will reduce unsheltered homelessness, especially in communities with very high levels of unsheltered homelessness where funding to fill gaps in services and housing is essential. If awarded, the Sacramento CoC will use this funding to promote targeted efforts to reduce unsheltered homelessness and fill gaps in services and housing by building upon existing and growing community engagement efforts in partnership with diverse stakeholders, including people with lived expertise of homelessness. The Special NOFO will exclusively fund new projects or expansions of existing projects to tailor solutions to the specific subpopulation of individuals experiencing unsheltered homelessness to connect them with health and housing resources.

This RFA solicits applications for the following project types for all populations that meet homeless criteria as described in as described in the Special NOFO

- Permanent Supportive Housing (PSH) projects
- Rapid Re-Housing (RRH) projects
- Joint Transitional Housing and Rapid Re-housing (Joint TH-RRH) projects
- Supportive Services Only- Coordinated Access Street Outreach (SSO-SO) projects

The purpose of this RFA is to determine which projects, within the eligible components above, will be included in the Sacramento CoC's Special NOFO consolidated application to HUD. HUD will determine the award funding through the Special NOFO process. Sacramento CoC has prepared an application, New Project Application Narrative, and a Scoring Matrix. All documents are being released concurrently with the RFA.

Unlike standard CoC Program projects, all projects selected for funding by HUD under this Special NOFO will have a three-year initial grant term. Sacramento CoC anticipates that projects will begin operation sometime in 2023, likely in the last quarter of the year. It is also the belief of the Sacramento CoC that if HUD selects projects for this region, the amount awarded will become part of the Annual CoC Application.

All new projects that are awarded funding will be subject to the terms and conditions of the Special NOFO and any HUD issued revisions or addenda to the NOFO. The Special NOFO can be viewed at the following URL: <https://www.hud.gov/sites/dfiles/CPD/documents/CoC/Unsheltered-and-Rural-HomelessnessNOFO-FR-6500.pdf>

Revisions and addenda may be issued to communicate changes or corrections to this RFA. Funding for new projects under this RFA will come from HUD Special NOFO funds. All award recommendations are subject to the approval of the Sacramento CoC Board and final award and approval by HUD.

Agencies receiving funds under any program component are required to participate in the existing Coordinated Entry System (CES), and in the Homeless Management Information System (HMIS), or in the case of a project serving survivors of violence, an HMIS comparable database.

2. Eligible Projects

The eligible projects under this RFA are listed in Table 1:

Project Types Eligible for Funding through this RFA*	
Permanent Housing (PH)	Permanent Supportive Housing (PSH)
	Rapid Rehousing (RRH)
	Transitional Housing-Rapid Rehousing (TH-RRH)
Supportive Services Only (SSO)	Coordinated Access Street Outreach (CA-SO)

* This RFA seeks applicants to provide direct services through Permanent Housing and Supportive Services Only project types that meet the CoC Board-approved requirements stated herein. Homeless Management Information System (HMIS) and Planning Grant projects are also eligible for funding through the HUD federal Special NOFO. Sacramento Steps Forward is the only organization eligible to submit applications for these data system and system planning project types and will provide applications for approval by the CoC as well.

Special Conditions - Leveraging

HUD is awarding significant points to CoCs that leverage mainstream healthcare and housing resources to create new, or expansion PSH, RRH, and TH-RRH projects. To earn maximum points in the national competition, the CoC's Permanent Housing project applications funding requests should include a 1:1 match between HUD special NOFO funds and funds from a healthcare or housing partner (total project budgets should consist of 50% (or more) non-HUD resources for healthcare or housing).

On behalf of the Sacramento CoC, Sacramento Steps Forward (SSF) is working with healthcare and housing partners to secure commitments of resources at the system level that meet the special NOFO requirements. These system-level commitments can be matched with applications received to improve project capacity and the competitiveness of the CoC's Consolidated Application.

Healthcare

On behalf of the Sacramento CoC, Sacramento Steps Forward is working with Managed Care Organizations/Plans (MCO/MCP), hospital systems, and other healthcare partners to secure commitments of resources at the system level to projects submitted in response to the special NOFO. Applicants should also seek to leverage healthcare resources in their projects individually and are encouraged to secure 50% of the total leveraged funds.

Providers with existing relationships with healthcare partners likely or expected to commit to providing resources are asked to indicate this in a Letter of Intent due September 6, 2022. This does not represent a commitment, but a starting point for preparing a competitive Consolidated Application to HUD. LOI details are provided later in this RFA.

Housing

On behalf of the Sacramento CoC, Sacramento Steps Forward is working with the Sacramento Housing and Redevelopment Agency (SHRA) to identify opportunities for leveraging housing resources. Applicants should also seek to leverage housing resources in their projects individually and are encouraged to secure 50% of the total leveraged funds.

Providers with existing projects with SHRA that can meet the housing resources leveraging requirements are asked to indicate this in a Letter of Intent due September 6, 2022. This does not represent a commitment, but a starting point for preparing a competitive Consolidated Application to HUD. LOI details are provided later in this RFA.

The Sacramento CoC will convene a healthcare and housing leveraging virtual meeting with applicants that intent to seek special NOFO funding, based on responses to the Letter of Intent due September 6, 2022.

Special Conditions for Other Eligible Projects

There are no special conditions under this RFA for SSO-Outreach.

Project Description

Permanent Supportive Housing: is an evidence-based housing intervention that combines long-term leasing or rental assistance and comprehensive whole person case management services that are intensive, flexible, tenant driven and voluntary. Collaboration and coordination with key partners and other systems create and maintain a collaborative approach to assisting participants that facilitates the achievement of participant success in obtaining and retaining permanent housing.

Rapid Re-Housing Program: is a Housing First, Low Barrier, Harm Reduction, Crisis Response program focused on quickly resolving the crisis of homelessness for eligible participants and assisting them at moving into a permanent housing situation. RRH case managers use progressive assistance to help program participants rapidly obtain and stabilize in permanent housing in either the private rental market or affordable housing market as available. Rapid Re-Housing programs should design service provision based on the core components of Rapid Re-Housing: Housing Identification, Rent & Move-in Assistance, and Case Management & Supportive Services. The Application and New Project Application Narrative should both address these items.

Transitional Housing/Rapid Re-Housing: is a Housing First, Low Barrier, Harm Reduction, Crisis Response program. The model provides safe, client-driven supportive services and access to a 24-hour residence for people experiencing a housing crisis who choose to enter a TH/RRH program. Program participants may enter and receive services in the Transitional Housing component only, Rapid Re-Housing component only or start in TH and then transition to RRH. Regardless of the combination of components, services are limited to 24 months total. TH/RRH is offered without any preconditions or requirements such as treatment (medical or substance) or participation in services to receive assistance. TH/RRH incorporates client-choice by allowing participants to determine the component that best fits identified housing need. In addition, TH/RRH services connect participants to resources that help improve their safety, well-being, and achieve housing stability goals. Some of these supportive services may include life skills development, connections to employment, education, healthcare, and mental healthcare. TH/RRH program will work with participants on

a transition to permanent housing. TH may be offered in site-based facilities or scattered site apartments while RRH must offer scattered site housing in the community.

Joint Component Program funding can be used to create new TH beds/units. Joint Component Program models may vary, for example, two agencies can partner where one provides TH and the other RRH; or one agency can provide both TH and RRH Components.

Supportive Services Only – Coordinated Access Street Outreach: Outreach program applications providing street outreach to unsheltered individuals and families to connect them with the Coordinated Access System (CAS). CAS is a new initiative that will standardize access to crisis response services, including problem-solving and emergency shelter. Essential elements include providing street outreach services to support Coordinated Access System participants including:

- Problem Solving
- Support while awaiting emergency shelter placement when needed
- Support to transition directly from an unsheltered situation to permanent housing, including housing navigation/location and stabilization as appropriate
- SSO-Coordinated Access Street Outreach projects should leverage resources for permanent housing or otherwise identify strategies to connect participants to permanent housing opportunities

3. Funding Available & Project Caps

HUD will determine the awards for the Special NOFO. The Sacramento CoC is eligible to apply for up to **\$10,636,073** over a three-year grant term under the unsheltered homelessness set aside of the federal competition. Three percent (\$316,092) of the total amount is set aside for Sacramento CoC planning activities. As the collaborative applicant Sacramento Steps Forward is the only agency able to apply for these funds.

Unit Rate

New project applications must adhere to 24 CFR 578.51(f) and must request the full published Fair Market Rate (FMR) amount per unit. Project applications for rental assistance, or for leasing of scattered-site units under the Joint Component, cannot request more than 100 percent of the published FMR. HUD FMRs can be found here: <https://www.huduser.gov/portal/datasets/fmr.html#2022>

4. Eligible Applicants

The term “Applicant” herein refers to eligible applicants as defined in this section. To be eligible, applicants must propose projects operating in the Sacramento CoC jurisdictional area of operation which includes the entire geography of the County of Sacramento, including all of the cities within the County.

Eligible applicant entities include: local governments, tribal jurisdictions, public housing authorities, and non-profit entities.

For applicants proposing to serve survivors: Agencies must demonstrate proficiency in successfully working with survivors of DV, human trafficking, sexual assault, and stalking by highlighting any previous or ongoing programming specific to survivors. In your New Project Application Narrative and/or Application, Applicants should provide documentation capturing the appropriate training staff has received (such as training

through California Evidence Code Section §1037.1, the human trafficking caseworker training California Evidence Code Section §1038.2, and/or the sexual assault counselor training California Evidence Code Section §1035.2) to justify experience working with vulnerable households.

5. Geographic Area Served

Each application must clearly identify the geographic area within the Sacramento CoC in which the proposed project will be located. A goal of the Special NOFO is to assist in serving underrepresented geographical areas of the CoC operating boundaries. The Sacramento CoC may work with applicants to adjust projects to promote broad geographic distribution of the system components across the region.

6. Eligible Populations

This RFA seeks to fund projects with the following eligibility criteria for program participants:

- Individuals and families that meet the HUD definition of homelessness at 578.3, categories 1, 2, and 4, who are unsheltered or with long histories of being unsheltered, with the most severe service needs.

Serving Individuals and Families Experiencing Unsheltered Homelessness with Severe Service Needs:

HUD expects local CoCs to establish a plan to provide services to Individuals and Families Experiencing Unsheltered Homelessness with Severe Service Needs. The Sacramento CoC has defined as one or more physical and/or mental health conditions including Substance Abuse Disorder. Please ensure to articulate how your application will provide services to participants who meet this definition. HUD expects applicant communities to partner with an array of stakeholders to support the CoC's efforts including health and housing agencies to leverage mainstream housing and healthcare resources. Projects funded through this RFA should help to increase the number of available permanent housing units within the CoC by leveraging other, non-CoC Program and non-ESG funded, housing resources that are not already dedicated to individuals and families experiencing homelessness.

7. Core Principles

Housing First

The Sacramento CoC's Special NOFO Priorities adopted on August 10, 2022, include:

- Adherence to Housing First practices, including facilitating immediate access to housing without barriers.
- Adherence to system-wide coordinated access for crisis response and coordinated entry for permanent housing placement and services.
- Promoting participant choices in the services and housing assistance they receive, relying on Partners with Lived Expertise to proactively inform program design and implementation to ensure client choice is foundational.
- Collaboration and coordination with key partners and other systems create and maintain a collaborative approach to assisting participants that facilitates the achieve of participant success in obtaining and retaining permanent housing.
- Ensure a safe and affirming experience and environment based on best practice standards relevant to successfully supporting LGBTQ people.

A project operating under Housing First principles prioritizes rapid placement and stabilization in permanent housing that does not have service participation requirements or preconditions (such as sobriety or a minimum income threshold).

Transitional Housing-Rapid Rehousing projects are considered Housing First for the purposes of this Special NOFO if they:

- Operate with low barriers
- Work to quickly move people into permanent housing
- Do not require participation in supportive services; and,
- Do not require preconditions for moving into transitional housing but do provide or assist with access to such supportive services if needed and requested by program participants.

Harm Reduction

Harm reduction policies, procedures, and practices aim to reduce the negative consequences of behaviors that are detrimental to the participant's health and well-being (i.e., abuse of drugs and/or alcohol, failure to be medication compliant, engaging in criminal activity, prostitution, choosing to sleep outside, etc.). In housing settings, harm reduction is intended to prevent a participant's loss of housing and/or termination from the program based solely on one's sobriety and/or mental well-being.

Programs incorporating a harm reduction model must utilize all interventions possible, short of termination from the program, to enable the participant to reduce or minimize their risky behaviors, while at the same time assisting them to move into and become stabilized in permanent housing. Harm reduction is not intended to prevent the termination of a participant whose actions or behavior constitute a threat to the safety of other participants and staff. Organizations must develop a set of policies and procedures to be implemented in the event of such behavior on the part of a participant.

Trauma-Informed Care

Trauma-informed care requires that every part of the program's design and operation be approached with an understanding of trauma and the impact it has on those receiving services. Traumatic experiences can impact how clients receive services provided and the environment in which those services are delivered.

Establishing a safe and supportive environment are principal aspects of trauma-informed care. To do so, a program must ensure that all staff receive training on traumatic stress and its impact, as well as the relationship between trauma and mental health, substance use, and homelessness. Training should detail how working with trauma survivors can impact staff, and how these issues can impact their work. Staff training in crisis management may include learning how to help clients identify triggers, express their feelings safely, use healthy coping skills, in addition to helping clients develop safety and self-care plans prior to a crisis. Please address in the New Project Application Narrative.

Cultural Responsiveness

Programs funded under this RFA must be responsive to cultural and linguistic factors in addressing the needs of populations to be served. Subpopulation identities may include, but are not limited to, race and ethnicity, gender and gender identity, sexual orientation, immigration status, economic class, age, family status, language spoken and understood, physical and mental disabilities, living situation, etc. Applicants must demonstrate the capacity to accommodate special populations within the Applicant's general population

(i.e., transitional aged youth, LGBTQ+, disabled clients, veterans, male survivors, etc.) throughout all levels of the organization, from organizational vision and mission statement to policy implementation, and to service delivery procedures and philosophies. Effective communication requires, at a minimum, the provision of service and information in appropriate language, at appropriate educational and literacy levels, and in the context of the individual's cultural identity.

Advancing Equity

The Sacramento CoC is further interested in receiving applications that provide a detailed plan to address equity for subpopulations and within geographic regions. In nearly every community, Black, Indigenous, and other people of color as well as individuals who identify as LGBTQ+ and individuals with disabilities are substantially overrepresented in the homeless population. Please address in your New Project Application Narrative.

HUD is emphasizing system and program changes to address equity within CoCs through identifying and addressing the needs of subpopulations who are disproportionately more likely to experience homelessness, such as the populations identified above, and other populations who are disproportionately more likely to experience homelessness. Project descriptions should include:

- Strategies to support and serve underserved communities in their geographic area;
- Barriers that have led to disparities in communities being served; and
- Specific steps needed to eliminate these barriers.

Projects funded under this RFA will be required to participate a learning community with a focus on data-driven continuous performance quality improvement. Performance targets based on baseline data and refined based on iterative processes will be set by the CoC Board and relevant committees, partners with lived expertise, and input from learning community participants.

8. Budget (including Match and Indirect Costs)

Applicants are required to submit a competitive budget, for a thirty-six (36) month contract term, which will allow them to operate at an optimal level.

HUD Match Requirements

HUD requires a match of 25% of funds requested from HUD of cash or in-kind services for every project. Under this special NOFO opportunity, CoCs receive additional points in the national competition for providing 50% of the total project budget for Permanent Housing projects from a non-HUD CoC or ESG housing or healthcare source.

Additionally, several resources provide general information on HUD's 25% match requirements and how in-kind services should be handled. Please refer to the following:

- Section 578.73(c)(1), "The recipient or subrecipient may use the value of any real property, equipment, goods, or services contributed to the project as match, provided that if the recipient or subrecipient had to pay for them with grant funds, the costs would have been eligible under Subpart D, or, in the case of HPCs, eligible under 578.71."

- The Importance of Documenting Match Under the CoC Program Podcast. The podcast, created by a HUD-approved technical assistance provider is available on the HUD Exchange in both audio or as a transcript, <https://www.hudexchange.info/resource/3113/importance-of-documentingmatch-under-the-coc-program/>.

Please note the Special Conditions Leverage targets and the HUD match requirements are quite similar:

- Special Conditions Leverage- HUD expects competitive applications for this special NOFO to include significant leveraging of healthcare and/or housing resources as outlined in the *Special Conditions Leverage*” section above. An application seeking \$100,000 in HUD special NOFO funding should include an additional \$100,000 in leveraged healthcare or housing resources.
- Match- HUD requires all CoC projects, including applications submitted in response to this special NOFO, to include 25% cash or in-kind match. An application seeking \$100,000 in HUD special NOFO funding must include \$25,000 in additional match funding, in the form of cash or in-kind resources. Special Conditions Leverage funding also counts toward the 25% match requirement (so a project that successfully secures the Special Conditions leveraged funds will also meet the regular HUD match requirement).

9. Timeline Standards & Contract Term

The Applicant is expected to demonstrate the ability to be under grant agreement by September 15, 2024. If The Applicant is expected to initiate the approved projects promptly, in accordance with the requirements of CoC Program Interim Rule and is subject to the terms of the Special NOFO. Upon publication of a Final Rule for the Continuum of Care Program, the Final Rule will govern the grant agreement instead of the Interim Rule.

Applications and the New Project Application Narrative must document how the project will begin housing the first program participant within six months of contract execution.

The initial grant term for all projects will be 3 years. Grant terms may be extended, consistent with 2 CFR 200.308 and 2 CFR 200.309.

Recipients will be subject to the reporting requirements under 2 CFR 578.103(e). In addition to the required Annual Performance Report, recipients will submit quarterly reports, as authorized by 24 CFR 578.103(e) and required by this NOFO. Quarterly reports will be due 30 days after the end of the calendar quarter (e.g., reports for the first quarter of the calendar year will be due April 30) and will be submitted to HUD after the recipient first incurs costs. Thirty days after the end of the fourth quarter, the recipient will submit an Annual Report to HUD.

Grant terms, and associated grant operations, may not extend beyond the availability of funds. Applicants must demonstrate they will be able to meet all timeliness standards per 24 CFR 578.85.

10. Facility

If applicable, Applicants must obtain site control for the facility or building in which services and housing will operate and must submit evidence of site control as part of your application submittal. Site control documentation requirements will apply to PSH (project-based or sponsor-based, but not tenant-based) and

TH-RRH projects that are site-based for the shelter component (single-site or multi-site congregate). **Acceptable forms of site control at the time of application are:**

- (1) Permits
- (2) Leases
- (3) Lease options
- (4) Titles/deeds indicating ownership
- (5) Purchase options
- (6) MOU from the property landlord indicating intent to lease
- (7) A letter from the site owner or landlord on company letterhead that commits to leasing or selling the facility to the applicant upon award

Site control documentation for new project-based or sponsor-based PSH must indicate the date by which the site(s) will be ready for occupancy.

The site must be compliant with the Americans with Disabilities Act of 1990 and the American with Disabilities Act Amendments Act of 2008 (ADA/ADAA).

Facilities must be appropriate to the type of services being provided and must be located within proximity to community amenities including access to public transportation. Applicants must be able to demonstrate that they can provide enough space for the proposed staffing levels. In addition, each facility must have a private space for the staff to use for confidential interviews and case management meetings for project-based programs. Scattered-site programs can provide an off-site meeting space. Please address as part of your New Project Application Narrative.

Applicants intending to master lease scattered site units in the community at large for use as transitional housing in a Joint Component project are not required to submit site control documentation, but rather include in the New Project Application Narrative responses demonstrating the level of their current landlord partnerships and capacity to obtain rental property for shelter use as well as for new rental opportunities for participants enrolled in the RRH component. RRH Applicants and tenant-based PSH Applicants must also submit narrative responses similar in nature to demonstrate site control for the purposes of this RFA.

11. Due Diligence and Regulatory Compliance

Applicants are required to provide updated information regarding the financial condition and principal agents of the organization and project partners on an annual basis. Financial condition is evidenced by agency financial statements which includes the following recent annual audited financial statements and internal financial statements, including Statements of Financial Position, Statements of Activities, Statement of Cash Flows and Statement of Functional Expense (nonprofit only); while principal agent information is evidenced by resumes for all key principals/partners of the organization. To ensure regulatory compliance, the evaluators will perform due diligence on all applications to verify the accuracy of the information provided.

12. Subcontractors

The Applicant must submit a specific plan for monitoring any proposed subcontractor(s) in the performance of their subcontract. There is a section in the Application which ask for the Applicant to identify the Subcontractors. Also include in your New Project Application Narrative how you will monitor subcontractor(s) performance.

13. No Commitment Award

Issuance of this RFA and receipt of applications is not a commitment to award a contract. The Sacramento CoC expressly reserves the right to accept or reject any or all applications received in response to this RFA, to negotiate with more than one Applicant concurrently, or to cancel all or part of this RFA.

14. Funding Allocation Strategy

Final funding recommendation for this program will be approved by the CoC Board based on application scores, and the determination of the mix of projects that will best position the CoC to achieve the highest score possible in the federal competition. This may result in the Sacramento CoC requesting applicants decrease or increase their scopes of work and/or budgets after submittal to the local competition and before submittal of final applications to HUD.

B. GENERAL INSTRUCTIONS

1. Application Submittal

Application

This RFA, application documents (project type-specific application workbooks and new Project Application Narrative template) are available online at <https://sacramentostepsforward.org/2022-coc-special-nofo/>. A complete application package will include an application workbook, new project application narrative, and any required attachments:

There are four applications workbooks, one for each eligible project type: (1) Permanent Housing – Permanent Supportive Housing, (2) Permanent Housing – Rapid Rehousing, (3) Joint Transitional Housing/Rapid Rehousing, and (4) Supportive Services- Coordinated Access Outreach. **Please ensure you are using the correct workbook application for your project type.** Each workbook has been modified to align with HUD Special NOFO requirements for that project type. **Additionally, a New Project Application Narrative is required for each application submittal.**

Only complete applications will be reviewed.

2. Due Date

All applications must be RECEIVED by electronic delivery no later than **12:00 PM PT, September 19, 2022**. Applications will not be accepted via facsimile or paper submission. Electronic Submission is mandatory. Applications submitted after the deadline will not be accepted. Applications and attachments must be emailed to dfuentes@webrsg.com

RSG and the Review Panel reserves the right to request clarification of unclear or ambiguous statements made in the application.

Incomplete applications will not be reviewed.

3. Applicants Conference, Letter of Intent & Technical Assistance Workshops

Applicants Conference

Applicants are required to attend the Mandatory Applicants Conference Webinar scheduled to take place on **August 26, 2022, 8 AM – 10 AM PT** or to request and watch the conference recording and inform RSG once done, before the LOI deadline of September 6, 2022.

Letter of Intent

A Letter of Intent (LOI) to apply is required from all interested applicants by September 6, 2022. The LOI form must include (1) organization name, (2) individual submitting the LOI name and contact information, (3) project type to be applied for, (4) estimated budget and (5) whether the applicant has a healthcare or housing partner that could help meet the Special Conditions Leveraging opportunity in the special NOFO discussed earlier. If more than one application is being considered, submit a separate LOI form for each one. The LOI does not represent a commitment to apply or to seek the estimated budget provided in the form, but this information is very helpful as the Sacramento CoC prepares for the review and ranking of projects. Please be as accurate as possible.

See Attachment C, Letter of Intent Form Template. Use this form or provide precisely the same information in another document. LOIs must be submitted electronically by September 6, 2022 at 5 PM to dfuentes@rsgweb.com.

Technical Assistance Workshops

Technical Assistance will be provided between the application materials release date and the applications due date in the form of Technical Assistance Workshops. Those who attended the Applicant Conference Webinar or receive permission to participate by viewing the webinar slides and recording will receive invitations to these workshops. **Applicants are encouraged** but not required to submit questions in writing prior to and after, the Technical Assistance Workshops. Questions regarding this RFA may be submitted to dfuentes@webrsg.com with the subject line, “2022 Continuum of Care (CoC) Supplemental to Address Unsheltered Homelessness New Projects RFA– Q&A”. Please be sure to include your name and title, the name of the organization you represent and the best telephone number to reach you if an RSG representative needs to speak with you for further clarification.

4. RFA Addenda/Clarifications

If it becomes necessary to revise any part of this RFA after the RFA is released, written addenda will be posted on the Sacramento Steps Forward website at: <https://sacramentostepsforward.org/2022-coc-special-nofo/> It is the responsibility of the Applicant to review any publicly available addenda or information on the SSF website prior to submission of the application.

C. APPLICATION CONDITIONS AND RESERVATIONS

1. All costs of application preparation shall be borne by the Applicant organization.
The Sacramento CoC shall not, in any event, be liable for any pre-contractual expenses incurred

by the Applicant in preparation and/or submission of the application. The Applicant shall not include any such expenses as part of the budget in the application.

2. Submission of a application shall constitute acknowledgment and acceptance of all terms and conditions contained in the RFA.
3. The Sacramento CoC reserves the right to extend the RFA submission deadline should such action be in the best interest of the CoC. Applicants may revise and re-submit their application in the event the deadline is extended.
4. The Sacramento CoC reserves the sole right to reject any or all applications received in response to this RFA if it fails to meet the threshold criteria defined in the review tool.
5. Sacramento CoC reserves the right to negotiate services and costs with Applicants prior to submission of the Consolidated Application, including revision of program design as necessary to better meet the Sacramento CoC or HUD requirements.
6. If an insufficient number of qualified applications are received or if the applications received are deemed non-responsive or not qualified as determined by the Sacramento CoC, then the Sacramento CoC reserves the right to cancel the RFA, issue another RFA, or work with RFA applicants to revise applications to meet the CoC's needs.
7. The Applicant must be in compliance with applicable civil rights laws and Executive Orders. There must be no outstanding findings of noncompliance with civil rights statutes, Executive Orders, or regulations, unresolved secretarial charge of discrimination issued under the Fair Housing Act, no adjudications of civil rights violations on a civil action or deferral of processing of applications from the sponsor imposed by HUD.
8. Sacramento CoC reserves the right to fund all or a portion of an application and/or request that an Applicant collaborate with another in the provision of a specific service if it is determined to be in the best interest of the Sacramento CoC or HUD.

Attachment A: New Project Application Narrative

NEW PROJECT APPLICATION NARRATIVE

2022 Special NOFO

This Project Application Narrative is to be submitted by all applicants in the 2022 Special NOFO Competition, alongside the project application workbook. This narrative, along with the project application, will be used by the CoC's review and ranking panel to determine whether a new project will be included as part of the collaborative application, and where it will be ranked. Please complete all questions. You may refer to your responses in your applications in your narrative responses, if helpful. Please limit your collective response, excluding handouts, to ten (10) pages. Please save this file as Organization_ProjectNarrative_ApplicationType. Application types are PSH, RRH, TH/RRH, or SSO.

More information regarding the questions and responses in the application that will inform project rating is included in **Attachment A.1**.

As a reminder: Applications are due no later than September 19, 2022, by 12:00 p.m. Approved applicants who have met the criteria to apply will receive an email link from RSG, Inc. to upload the application, the New Project Application Narrative, and all additional attachments by the due date and time.

Please submit the following documents in one email.

1. Project Application Workbook including all requested additional documents.
2. This New Project Application Narrative in Word

General Information
Agency Name:
Project Name:
Project Type (PSH, RRH, TH/RRH, or SSO):
Project Contact Info (name, phone, email):

HUD System Performance Objectives and Strategies to Advance System Performance

- a. Please select at least two project performance targets that contribute to advancing the HUD system performance measures. More information regarding developing effective performance targets is included in **Attachment A.2**.
- b. Please explain how meeting the identified project performance targets will contribute to the CoC's system performance. Specifically describe how your project will advance the system performance objectives set forth by HUD: reducing new entries into homelessness, reducing length of time people are homeless, reducing returns to homelessness, and increases in participant income.
- c. Please describe how the type, scale, and location of supportive services fit the needs of the program participants, are readily accessible, and advance system performance objectives. This includes services funded by the CoC grant and other project funding sources.
 - For SSO projects, describe how the project will connect people to the coordinated entry system. The Sacramento CoC focus is looking for Supportive Services focused on Coordinated Access Street Outreach.
 - For RRH projects, describe how the project meets the National Alliance to End Homelessness (NAEH) RRH standards as outlined in [Performance-Benchmarks-and-Program-Standards.pdf](https://endhomelessness.org/Performance-Benchmarks-and-Program-Standards.pdf) (endhomelessness.org). This applies to RRH projects and the RRH component of the TH-RRH projects.
 - For PSH projects, describe how there are sufficient services to ensure participants are successfully supported to access and sustain housing.
 - For Joint TH-RRH projects, describe how the project will provide both transitional housing and rapid rehousing options to all participants, and how the project will align with the NAEH RRH Performance Benchmarks and Program Standards for the RRH component.

Program Planning

- a. Please describe how the project will conduct ongoing assessment to ensure the project is promoting racial equity and will take steps to address identified disparities.
- b. Please describe the project's plan to ensure there are no barriers to participation faced by persons of different races and ethnicities.
- c. Please describe how the project will involve people with lived experience of homelessness in providing input on program planning and evaluation, development of policies and procedures, and decision-making structures and processes.
- d. All housing projects operating in a scattered site housing model must describe how they will recruit and work with landlords.
- e. Please describe how your application will assist participants who have Severe Service Needs. Severe Service Needs has been identified by the Sacramento CoC as follows:
 - One or multiple, formally diagnosed or not, mental and/or physical health conditions including Substance Abuse Disorder.

Responding to Unsheltered Homelessness

a. Please describe the target population for the project, including previous living situations (e.g., targeting people current living unsheltered, targeting people fleeing domestic violence, etc.) and the project's plan to engage with people in the target population to access the program. Feel free to incorporate the table from the application workbook.

Appropriateness of Housing (or Services)

a. Explain how the type, scale and location of the housing or services fits the needs of the project participants and how participants will be assisted to secure housing as quickly as possible. Also explain how the programs and activities are offered in a setting that enables homeless people with disabilities to fully interact with others without disabilities possible if the project serves various populations.

Housing First Model

a. Please describe how and to what degree the project will implement housing first principles. The NOFO describes Housing First as follows: Housing First is a model of housing assistance that prioritizes rapid placement and stabilization in permanent housing that does not have service participation requirements or preconditions (such as, sobriety or a minimum income threshold). Supportive services are voluntary and offered to maximize housing stability and prevent returns to homelessness. The Sacramento CoC wants to understand how the Housing First practice will facilitate immediate access to housing without barriers.

b. Explain how project services are client centered.

Timing

a. The Applicant is expected to demonstrate the ability to begin new project operation in calendar year 2023, with latest start date of September 15, 2024, (to allow time for contract execution with HUD). Please discuss your ability to meet this deadline and if you will be able to implement on an earlier schedule if HUD is able to complete the selection award and agreement process sooner than fall of 2024. The Applicant is expected to initiate the approved projects promptly, in accordance with the requirements of CoC Program Interim Rule and is subject to the terms of the Special NOFO. Upon publication of a Final Rule for the Continuum of Care Program, the Final Rule will govern the grant agreement instead of the Interim Rule.

Applicant Capacity

a. Please describe your organization's relevant experience providing services for homeless individuals/families.

b. Please describe your agency's relevant experience and history of involving people with lived experience of homelessness in service provision and decision making.

c. Please provide and describe your agency's recent data which demonstrates strong performance for relevant services and/or housing services provided in the past. Please include a description of the services and population, and please list the measures, the targets, the outcomes, and the time period(s) for any data presented.

- d. Please describe your relevant experience in operation of housing services 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).
- e. Please describe your organizational capacity, including financial capacity, to administer complex grant funds and meet HUD reporting and fiscal requirements.
- f. The application requests data to demonstrate your agency's success in program operations. Please provide an overview of the data.
- g. Does your organization reflect the subpopulations you are proposing to serve.

Financial Feasibility and Effectiveness

- a) To accompany the budget details provided in worksheet titled 6 Funding Request of the application, please provide a brief budget narrative listing project costs and brief explanation of these costs.
- b) Please provide a description of additional resources leveraged, if any.
- c) Describe how the project will utilize housing subsidies or subsidized housing units not funded through the CoC or ESG program, such as through private organizations, State or local government (including HOME funds from the American Rescue Plan), Public Housing Agencies, faith-based organizations or federal programs other than CoC or ESG. Attach evidence of commitment from housing provider (e.g., letter, MOU, etc.)
- d) Please confirm you will work with HSA and Health agencies and/or providers to incorporate any CoC identified health resources into the program structure and design (mark "X" in the appropriate box below):

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

ATTACHMENT A.1
Questions and Responses Used in Project Rating and Ranking

The Review Panel will review applicants' responses from this application narrative as well as from applications. The following items/responses from applicants' e-snaps applications will be incorporated into a project application's rating. Applicants do not need to provide a response to the questions below. This list is provided for reference only. It follows the order of the application and provides information regarding which application questions are incorporated into the local ratings process. While these questions specifically will inform project ratings, the Review Panel may review other portions of the application to better understand the program model proposed or to provide context to other question responses.

HOUSING PROJECTS (PSH, RRH, TH-RRH)

Item/Question	Local Rating Factor
Experience of Applicant, Subrecipient(s) and Other Partners	
1. Describe your organization's experience in effectively utilizing federal funds and performing the activities proposed in the application	Applicant Capacity
2. Describe the experience of the applicant and potential sub recipients (if any) in leveraging other Federal, State, local and private sector funds.	Applicant Capacity
3. Describe your organization's financial management structure	Applicant Capacity
4. Are there any unresolved HUD monitoring or OIG audit findings for any HUD grants (including ESG) under your organization? If yes, describe the unresolved monitoring or audit findings	Applicant Capacity
Description	
1a. Describe how the proposed project is consistent with the plan described by the CoC in response to Section VII.B.4 of this NOFO	Responding to Unsheltered Homelessness
2. For each primary project location, or structure, enter the number of days from the execution of the grant agreement that each of the following milestones will occur.	Timing
3. Housing First	Housing First
Supportive Services for Program Participants	
1. Describe how program participants will be assisted to obtain and remain in permanent housing	HUD System Performance Objectives <i>AND</i> Program Planning (related to working with landlords) <i>AND</i> Appropriateness of Housing
2. Describe the specific plan to coordinate and integrate with other mainstream health, social services, and employment programs for which program participants may be eligible	HUD system Performance Objectives
Housing Type and Location*	
1. Housing type	Appropriateness of Housing
2. Indicate the maximum number of units and beds available for program participants at the selected housing site	Appropriateness of Housing
Program Participants – Persons and Households	

	Appropriateness of Housing
Program Participants – Subpopulations	
	Appropriateness of Housing
Budgets	
	Financial Feasibility and Effectiveness
Attachments	
Various	

* TH-RRH projects must complete information regarding the Housing Type and Location for both the TH and RRH portions of the project. For TH-RRH projects, the Review Panel will review the following questions 1 – 4 on Screen 4B for both project components.

SUPPORTIVE SERVICES ONLY (SSO) – NON-COORDINATED ENTRY PROJECTS

Item/Question	Local Rating Factor
Experience of Applicant, Subrecipient(s) and Other Partners	
1. Describe your organization's experience in effectively utilizing federal funds and performing the activities proposed in the application	Applicant Capacity
2. Describe the experience of the applicant and potential sub recipients (if any) in leveraging other Federal, State, local and private sector funds.	Applicant Capacity
3. Describe your organization's financial management structure	Applicant Capacity
4. Are there any unresolved HUD monitoring or OIG audit findings for any HUD grants (including ESG) under your organization? If yes, describe the unresolved monitoring or audit findings	Applicant Capacity
Description	
1. Describe how the proposed project is consistent with the plan described by the CoC in response to Section VII.B.4 of this NOFO	Responding to Unsheltered Homelessness
2. For each primary project location, or structure, enter the number of days from the execution of the grant agreement that each of the following milestones will occur.	Timing
3. (SSO-Coordinated Access Street Outreach) Provide street outreach services to support Coordinated Access System participants, including; <ul style="list-style-type: none"> • 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 • SSO/Coordinated Access Street Outreach projects should leverage resources for permanent housing or otherwise connect participants to permanent housing opportunities 	HUD System Performance Objectives AND Housing First
Supportive Services for Program Participants	
1. Describe how program participants will be assisted to obtain and remain in permanent housing	1. HUD System Performance Objectives AND

	2. Program Planning (related to working with landlords) AND 4. Appropriateness of Housing
2. Describe the specific plan to coordinate and integrate with other mainstream health, social services, and employment programs for which program participants may be eligible	HUD System Performance Objectives
Housing Type and Location*	
1. Housing type	Appropriateness of Housing
2. Indicate the maximum number of units and beds available for program participants at the selected housing site	Appropriateness of Housing
Program Participants – Persons and Households	
	Appropriateness of Housing (or Services)
Program Participants – Subpopulations	
	Appropriateness of Housing (or Services)
Budgets	
	Financial Feasibility and Effectiveness
Screen 7A: Attachments	
Various items requested	Financial Feasibility and Effectiveness

ATTACHMENT A.2

Developing Effective Performance Targets

The application narrative requires project applicants to develop at least two performance targets for the proposed project that align with and advance the CoC's system performance measures.

Applicants are encouraged to review HUD's System Performance Measures Introductory Guide at [System Performance Measures Introductory Guide \(hudexchange.info\)](https://hudexchange.info) prior to drafting their performance targets. The system performance measures outlined in this guide are as follows:

Measure 2a: The extent to which persons who exit homelessness to permanent housing destinations return to homelessness within 6 to 12 months

Measure 2b: The extent to which persons who exit homelessness to permanent housing destinations return to homelessness within 2 years

Measure 4: Employment and income growth for homeless persons in CoC Program-funded projects

Measure 7a: Successful placement from street outreach

Measure 7b: Successful placement in or retention of permanent housing

On March 14, 2018, the Sacramento CoC Advisory Board's approved System Performance Targets and Minimum Standards. As you are developing your performance standards, please align with the Sacramento CoC standards.

In 2016, the Sacramento CoC Advisory Board approved system performance targets and minimum standards for emergency shelter, transitional housing, rapid rehousing, and permanent supportive housing. The targets and minimum standards are based on system performance decrease in homelessness prepared by focus strategies. Performance of HUD CoC program projects on the targets and minimum standards for transitional housing, rapid rehousing, and clinic permanent supportive housing are incorporated into the annual NOFA competition review ranking. In 2018, the Sacramento CoC Advisory Board approved lengthening the rapid rehousing length of stay performance targets and minimum standards 24 months where their transitional age youth subpopulation.

Performance Targets by Project Type

Project Type	Utilization Rate	Length of Stay	Exit to Permanent Housing
Emergency Shelter	95%	30 days	50%- individuals 80%- families
Transitional Housing	95%	90 days	85%-90%
Rapid Rehousing non-TAY	NA	120 days	85%-90%
Rapid Rehousing TAY	NA	24 months	85%-90%
Permanent Supportive Housing	95%	NA	NA

Minimum Standards by Project Type

Project Type	Utilization Rate	Length of Stay	Exit to Permanent Housing
Emergency Shelter	90%	40 days	NA
Transitional Housing non-TAY	85%	150 days	80%
Transitional Housing TAY	85%	24 months	80%
Rapid Rehousing non-TAY	NA	180 days	80% or lower 95% or higher
Rapid Rehousing TAY	NA	24 months	80% or lower 95% or higher
Permanent Supportive Housing	85%	NA	NA

Attachment B: Project Review and Ranking Process

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 \$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 B.4**.
- 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 September 1, 2022. The CoC anticipates holding technical assistance workshops on September 8 and September 14, 2022. Funding opportunity 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 September 1, 2022, Sacramento CoC will post the project application and instructions on the will email application materials to organizations that attended the informational meeting. Instructions and materials will also be posted to the Sacramento Steps Forward website.

- By the date listed in the Special NOFO timeline, or Monday, September 19, 2022 by 12 p.m. all applicants must complete their Project Application(s). For those who attended the mandatory applicant conference or viewed the conference recording 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 B.1**. 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 application 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.2**.
- 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 B.3**. Appeal request must be submitted in writing to Sacramento CoC by emailing 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 application. Feedback requests may be submitted through December 31, 2022.

ATTACHMENT B.1 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"> • Reduce new entries into homelessness • Reduce the length of time people are homeless • Reduce returns to homelessness • Increase participant income 	0-4
<p>2. Program Planning</p> <ul style="list-style-type: none"> • The New Project Application Narrative clearly describes the proposed project and program and articulates the Applicants approach and resources required to be successful. • 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 • 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 • 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 • Project prioritizes rapid placement and stabilization in permanent housing 	0-5

Rating Factor	Score Range
<p>3. Responding to Unsheltered Homelessness</p> <ul style="list-style-type: none"> • Project contributes to the CoC's efforts to reduce rates of unsheltered homelessness • 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 • Project has a plan to engage with people in the target population to access the program • Organization has a track record of involving people with lived expertise of homelessness 	0-4
<p>4. Appropriateness of Housing</p> <ul style="list-style-type: none"> • Type, scale, and location of the housing fit the needs of the program participants • Participants are assisted to secure housing as quickly as possible • Programs and activities are offered in a setting that enables homeless people with disabilities to fully interact with others without disabilities possible 	0-3
<p>5. Housing First Model</p> <ul style="list-style-type: none"> • Project will have low barriers to entry and does not screen out applicants based on having no or low income, active or history of substance use, criminal record (except for State mandated requirements), history of domestic violence) or lack of willingness to participate in services • Project 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 • What is the landlord recruitment process to educate and retain landlords who must embrace the Housing First Model? 	0-3

Rating Factor	Score Range
<p>6. Program Model</p> <ul style="list-style-type: none"> • 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 • For SSO projects, the project describes how they will connect people to permanent housing and the coordinated entry system • For RRH projects, project meets National Alliance to End Homelessness (NAEH) RRH standards as outlined in Performance-Benchmarks-and- Program-Standards.pdf (endhomelessness.org) • For PSH projects, there are sufficient services to ensure participants are successfully supported to access and sustain housing • For applicable housing programs (PSH, RRH, or TH-RRH), the applicant has described how they recruit and work with landlords. • For applicable housing programs, have documented site control. 	0-3
<p>7. Service Plan</p> <ul style="list-style-type: none"> • There is a specific plan to ensure participants are individually assisted to obtain the benefits of the mainstream health, social, and employment programs for which they are eligible • There is a specific plan to ensure participants are assisted to secure services from the healthcare system. • There is a specific plan to ensure participants are assisted to obtain and remain in permanent housing in a manner that fits their needs • There is a specific plan to ensure participants are assisted to increase their incomes and live independently 	0-4
<p>8. Timing</p> <ul style="list-style-type: none"> • Applicant has a clear plan to begin operations when the contract is executed. • Staffing and hiring plan to begin new program on or before September 2024. 	0-2

Rating Factor	Score Range
<p>9. Applicant Capacity</p> <ul style="list-style-type: none"> Recent relevant experience in providing housing to people experiencing homelessness If the application has sub-recipients, applicant organizations have experience working together and with target population 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) Recent data submitted demonstrates strong performance for relevant services and/or housing provided Applicant has specialized training for target population which may include Spoon Theory, cultural humility, LGBTQ and other specializations Organization has a track record of involving people with lived expertise of homelessness 	0-6
<p>10. Grants Management</p> <ul style="list-style-type: none"> Experience administering Continuum of Care or other similar federal funding Organizational and finance capacity to track funds and meet all HUD reporting and fiscal requirements. Any outstanding monitoring or audit issues? If so, did they explain in the application. 	0-3
<p>11. Financial Feasibility and Effectiveness</p> <ul style="list-style-type: none"> Costs appear reasonable and adequate to support the proposed program Match requirement is met (minimum of 25%) Additional resources leveraged 	0-9
TOTAL	
Maximum Application Total	46

ATTACHMENT B.2 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 B.3
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 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
- 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 B.4 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 578¹:

Homeless means:

- (1) An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
 - (i) An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;
 - (ii) An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, State, or local government programs for low-income individuals); or
 - (iii) An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;
- (2) An individual or family who will imminently lose their primary nighttime residence, provided that:
 - (i) The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;
 - (ii) No subsequent residence has been identified; and
 - (iii) The individual or family lacks the resources or support networks, *e.g.*, family, friends, faith-based or other social networks, needed to obtain other permanent housing;
- (3) Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who:

¹ 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.

Attachment C: Letter of Intent Form Template

LETTER OF INTENT FORM TEMPLATE 2022 Special NOFO

This Letter of Intent Form is to be submitted by all applicants in the 2022 Special NOFO Competition by **September 6, 2022**. This form, along with the project application, will be used by the CoC's review and ranking panel to determine whether a new project will be included as part of the collaborative application, and where it will be ranked. Please complete all questions. Please save this file as Organization_LetterofIntent_ApplicationType. Application types are PSH, RRH, TH/RRH, or SSO.

As a reminder: Applications are due no later than September 19, 2022, by 12:00 p.m. Approved applicants who have met the criteria to apply will receive an email link from RSG, Inc. to upload the application, the New Project Application Narrative, and all additional attachments by the due date and time.

Organization Name:

Individual submitting Letter of Intent name and contact information:

Project Type (PSH, RRH, TH/RRH, or SSO):

Estimated Budget:

Does your organization have a potential healthcare funding partner (Yes/No)?

Does your organization have a potential housing funding partner (Yes/No)?

Does your organization commit to working with the CoC on matching system-level healthcare and/or housing resources to your application?

Attachment D: Sacramento CoC Board Special NOFO Foundation and Project Models

Approved August 10, 2022

2022 Special NOFO Priorities: Foundation & SSF Staff Recommendations

Overview: Through this Special NOFO, HUD will award funding to communities to implement coordinated approaches grounded in Housing First and public health principles to reduce the prevalence of unsheltered homelessness, and improve services, health outcomes, and housing stability among highly vulnerable unsheltered individuals and families. HUD expects applicant communities to partner with health and housing agencies to leverage mainstream housing and healthcare resources.

The principles and approaches and project type details included in this document are based on what the CoC has learned through the following analyses and reports coupled with input opportunities in July and August.

The analyses and reports include:

- Coordinated Entry System Evaluation (2020)
- Gaps Analyses (2020 & 2022)
- Racial Equity Action Plan (2021)
- 100-Day Encampments Challenge (2022)
- Point-in-Time Count (2022)
- Local Homelessness Action Plan (2022)

In addition to reliance upon these foundational documents, SSF also sought input from CoC Board committees and an established Partners with Lived Expertise cohort working on racial equity and coordinated entry.

Overarching Principles and Approaches that apply to all programs: All programs funded through this special NOFO should adhere to the following principles and approaches identified as central to our community's core approach to preventing and ending homelessness. Special NOFO projects will pilot these principles and approaches, with the intention of expanding to other homeless programs once tested.

- Utilization of participant-centered best practices, including practices that advance Racial Equity, Harm Reduction practices, and Trauma Informed Care (TIC), ensuring adequate and ongoing staff training to ensure fidelity to these models.
- Adherence to Housing First practices, including facilitating immediate access to housing without barriers.
- Adherence to system-wide coordinated access for crisis response and coordinated entry for permanent housing placement and services.

- Promoting participant choices in the services and housing assistance they receive, relying on Partners with Lived Expertise (PLE) to proactively inform program design and implementation to ensure client choice is foundational.
- Collaboration and coordination with key partners and other systems create and maintain a collaborative approach to assisting participants that facilitates the achievement of participant success in obtaining and retaining permanent housing.
- Ensuring a safe and affirming experience and environment based on best practice standards relevant to successfully supporting LGBTQ people.

All programs funded through the Special NOFO will meet and adhere to the below program specifications. ***Programs must specifically involve People with Lived Expertise (PLE) in program design and continuous improvement efforts.*** Programs must operate in a manner consistent with local expectations articulated for this funding opportunity and applicable [HUD regulations](#).

Staff Training: All programs will ensure staff have the appropriate education, experience, and training necessary to provide high-quality services to clients. Training should be both upon hire and periodically thereafter. Training should include plans to maintain robust cultural humility in serving our unhoused community and specific knowledge in serving disproportionately affected sub-populations (e.g. BIPOC, LGBTQ). SSF provider training investments will include these types of training as well.

PERMANENT & TRANSITIONAL HOUSING PROJECT TYPES (Joint Transitional-Rapid Rehousing, Rapid Rehousing, and Permanent Supportive Housing)	
Project Type Description	Essential Elements (items below are in addition to the overarching principles, approaches and requirements stated above)
<p>Project Type- Joint Transitional Housing & Rapid Re-Housing</p> <p>Transitional Housing Component: Provides crisis housing to meet the immediate needs of unhoused people with severe service needs. Provides a safe place for people to stay with financial assistance and wrap around supportive services determined by program participants to help them move to permanent housing as quickly as possible. Stays in the transitional housing portion of these projects should be brief and without preconditions, and participants should quickly move to permanent housing with or without rapid re-</p>	<p>Transitional component:</p> <ul style="list-style-type: none"> • 24 hour residential environment (safe and structured setting, provision of cooking space, access to laundry, storage, etc.) • Hotel/motel environment with provision of meals and other needs <p>Rapid re-housing component:</p> <ul style="list-style-type: none"> • Provision of flexible, needs-based financial assistance (arrears and deposits, utility assistance, short to medium-term rental assistance). • Broad array of landlord partners, including those willing to house people with high screening barriers. • Projects with landlord engagement components should commit to partnering with system level efforts underway, including the County's LEAP. • Fidelity to national standards for rapid re-housing (Rapid Re-Housing Performance Benchmarks and Program Standards). • Robust housing location and stabilization

<p>housing assistance. Programs should aim for transitions to permanent housing that are as seamless as possible, including models that allow for transitioning in place.</p> <p>AND</p> <p>Rapid Re-housing Component:</p> <p>Provides housing search/placement, financial assistance for move-in costs and time-limited rent assistance, housing stabilization and other supportive services that help participants achieve housing stability, address developmental needs, and form connections with desired and needed community-based services and supports.</p>	<ul style="list-style-type: none"> Comprehensive whole person case management services that are intensive, flexible, tenant-driven, and voluntary RRH case managers have caseloads that are reasonable and allow for individualized supports Service provision should take an integrated, multi-disciplinary approach relying on healthcare and other partners including mental health services, substance abuse services, physical health services, benefits assistance, life skills training, employment assistance, etc.
<p>Project Type- Rapid Rehousing</p> <p>Housing search/placement, financial assistance for move-in costs and time-limited rent assistance, and housing stabilization services that help people achieve housing stability and form connections with desired and needed community-based services and supports.</p>	<ul style="list-style-type: none"> Provision of flexible, needs-based financial assistance (arrears and deposits, utility assistance, short to medium-term rental assistance). Broad array of landlord partners, including those willing to house people with high screening barriers. Projects with landlord engagement components should commit to partnering with system level efforts underway, including the County's LEAP. Fidelity to national standards for rapid re-housing (Rapid Re-Housing Performance Benchmarks and Program Standards). Robust housing location and stabilization Comprehensive whole person case management services that are intensive, flexible, tenant-driven, and voluntary RRH case managers have caseloads that are reasonable and allow for individualized supports Primary focus of services is on tenancy supports that help people access and remain in housing. Service provision should take an integrated, multi-disciplinary approach relying on healthcare and other partners Additional focus of services include mental health, substance abuse services, physical health services, benefits assistance, life skills training, employment assistance, etc.
<p>Project Type- Permanent Supportive Housing</p> <p>Long-term subsidy and long-term, wrap- around support services that help people with intensive service needs obtain and maintain housing stability.</p>	<ul style="list-style-type: none"> Single site options with communal features and on-site services; scattered site options with direct or master-lease options for participants with high landlord screening barriers. Comprehensive whole person case management services that are intensive, flexible, tenant-driven and voluntary Primary focus of services is on tenancy supports that help people access and remain in housing Service provisions should take an integrated, multi-disciplinary approach relying on healthcare and other partners. Additional focus of services include mental health, substance abuse services, physical health services, benefits assistance, life skills training, employment assistance, etc.

SUPPORTIVE SERVICES ONLY-COORDINATED ACCESS STREET OUTREACH PROJECTS

Coordinated access street outreach services are provided for unhoused people with severe service needs in order to quickly resolve the crisis through immediate problem-solving, targeted prevention or by facilitating immediate access to shelter and re-housing services. Services are readily accessible, flexible, participant-centered, trauma-informed, and strengths-based.

Project Type Description	Essential Elements <i>(items below are in addition to the overarching principles, approaches and requirements stated above)</i>
Supportive Services Only- Coordinated Access Street Outreach	<ul style="list-style-type: none">•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.•SSO-Coordinated Access Street Outreach projects should leverage resources for permanent housing or otherwise connect participants to permanent housing opportunities.

Additional eligible project types include Supportive Services Only Coordinated Entry Projects, Homeless Management Information System Projects, and Planning Projects. Staff recommendations concerning these project types are as follows:

- SSF is not recommending the Coordinated Entry SSO project type because these services can be proposed under the regular SSO-Street Outreach and Permanent Housing project types.
- SSF recommends allowing applications for Homeless Management Information System (HMIS) Projects and Planning Grant (PG) Projects that propose activities that specifically seek to improve outcomes for people who are unsheltered with severe service needs. Any project submitted under this project type must demonstrate a clear connection to improving outcomes for the target population. As the HMIS Lead Agency and the Collaborative Applicant, SSF is the only entity eligible to submit an application for the HMIS and PG project types. Therefore, SSF further recommends that the independent consultant to be hired to oversee the review and ranking of project applications for the special NOFO include fair and objective criteria for the scoring of HMIS and PG projects as part of the overall project's competition.