

---

# ROCKLAND COUNTY CONTINUUM OF CARE: 2021 RANK AND REVIEW PROCESS

---

## ***Rationale***

HUD's Continuum of Care (CoC) homeless assistance programs serves as a source of funding for homeless services in Rockland County, and the planning body coordinating these services is the Rockland County Continuum of Care (RCCC). Working with the CoC (RCCC) and providing support and technical assistance is CARES of NY, Inc., the Collaborative Applicant.

In the 2020 Rockland CoC received \$1,142,687 from HUD to support 9 housing projects for homeless individuals and families. Through the CoC, HUD awards homeless assistance grants through an annual application process known as the CoC Program Competition.

HUD requires that the CoC (RCCC) prioritize programs which most effectively serve the community at the local level. To reach this goal, a Rank & Review Process has been implemented for applicants who wish to renew their project/s and for new and/or bonus projects, if bonus funding is available. The process of ranking and reviewing projects is designed to help the CoC (RCCC) learn about each project's performance and effectiveness.

The Performance and Evaluation Committee is charged with overseeing the Rank and Review Process. As stated in the Rockland CoC bylaws, the Performance and Evaluation Committee is responsible to design, operate, and follow a collaborative process for the development of funding applications, including funding priorities and the number and type of applications. Each year the Performance and Evaluation Committee reviews the Rank and Review Written Process and Application and makes any changes necessary to reflect changing priorities. The Performance and Evaluation Committee is also responsible for establishing a Review Team for the Rank and Review Application. The Written Process and Application Tools (Renewal and New/Bonus) are posted for public comment. Feedback is considered by the Performance and Evaluation Committee and final documents are submitted to the Board of approval and shared with the full Membership.

## ***CoC Transparency***

The CoC conducts this Rank and Review Process in a transparent manner to ensure a fair and consistent way to prioritize projects. Each year, feedback regarding the process and tools is solicited. The process is publicly announced by the CoC, distributed in writing to the CoC Membership, and posted publicly on the CARES Inc. website for all community members to review and comment.

### ***FY 2021 Rank and Review Application***

The RCCC emphasizes the importance and impact of using the Rank & Review Application as the primary basis for determining the Project Listing submitted to HUD as part of the CoC Consolidated Application. The Rank and Review Application is thoughtfully revised each year to meet both HUD and CoC standards, incorporate both national and local priorities, and balance objective performance measures with subjective narrative descriptions of project operations.

### ***Review and Approval of the Rank & Review Application***

Once the CoC Application has been submitted to HUD by the Collaborative Applicant, the Performance and Evaluation Committee reviews the prior year's Rank and Review process, including reviewer feedback and RCCC member comments. The NOFA Committee also develops a list of Review Team members, considering prior reviewers and potential new members.

In phases, the Performance and Evaluation Committee presents the Written Process, Application Tools, and list of proposed Review Team members to the RCCC Board and Membership for one-week public comment periods. The Performance and Evaluation Committee considers submitted comments for inclusion. The Performance and Evaluation Committee updates the Board on any edits, incorporates any additional changes from the Board, and secures a vote for approval. Finally, the Written Process, Application Tools, and list of Review Team members are shared with Membership.

### ***Project Participation***

Each renewal project completes a Rank and Review Application. The 2021 Rank and Review Application process will occur in four (4) Phases, with the intent to allow agencies adequate time to complete the full Rank & Review Application. *Completed applications (including required attachments) for each CoC project must be submitted to CARES of NY, Inc. by the stated deadline to be considered complete and sent to the Review Team.*

- **Phase 1** focuses on project level performance. The Phase 1 score will be a direct result of the agencies' performance during the annual CoC Project Monitoring. Following project submission of the CoC Self-Monitoring Forms, each project will receive an email from CARES Compliance Office. This email will need be attached to the Rank and Review Application as Phase 1.
- **Phase 2** focuses on project and system outcomes, using the Federal Fiscal year (October 1<sup>st</sup>-September 30<sup>th</sup>) project APR and System Performance data to "rate" projects. Applications must be submitted on time to the Collaborative Applicant, CARES, Inc., to be considered complete and passed on to the Review Team. Late submissions of Rank and Review Applications, including all required attachments, will automatically have a 5-point penalty. Agencies will have one week from the date the data is presented during the Part 1/Data Training Session to review and sign off on their project data. If the sign off is not received,

the data will be considered final. No changes to data will be made after the 1-week review period.

- **Phase 3** includes narratives allowing agencies to explain unique circumstances which may affect project performance. focuses on qualitative project and system outcome data. After submission, each agency/project is assigned an interview time with the Review Team.
- **Phase 4** of the Rank and Review Process includes project interviews with the Review Team. After the NOFA is released, the Performance and Evaluation Committee will draft questions based on the specific criteria included in the NOFA application to be asked during project interviews. Projects will receive these questions prior to the interview. Additionally, reviewers may choose to award additional points for Phases 1 and 2.

### ***Reviewers***

Members of the Review Team are individuals from the community who are not CoC funded or neighboring communities and are knowledgeable about the CoC services and its providers. Reviewers are considered by the Performance and Evaluation Committee and invited by the Collaborative Applicant (CARES) to participate. After reviewers agree to participate, one to two days are scheduled to conduct project interviews and for scoring to take place. Interviews will be scheduled for a date after the NOFA is released to allow for any HUD-specific criteria to be incorporated into the interview process.

Reviewers are provided a copy of each project's full application for review and score forms to complete. The Review Team has the authority to 1) allot additional points to questions in Part 2 and Part 3 based on responses given by agencies during the interview; and 2) allot points based on responses given by agencies to Part 4 interview questions. After conducting interviews with each agency, the Review Team discusses and finalizes scores for each project application. In the event project applications initially receive the same score, it is the responsibility of the Review Team to reconsider scoring in order to break the tie. The Review Team also considers any submitted appeals (see **Appeals Process** outlined below) and provides any final comments to be shared with agencies. Final scores result in the project ranking.

### ***Threshold Review***

In order to ensure CoC projects are high performing, all project applications must also meet a minimum scoring threshold of 50% of total possible application points. The Threshold Review will be conducted by the Review Team after the Rank and Review process is complete and final project scores determined. If the pre-determined threshold is not met, the Review Team may recommend the RCCC Board consider the possibility of reallocation or amendments to the project application/s with said agency.

## ***Project Ranking***

The NOFA requires that the CoC conduct a transparent and objective process to review and rank all Renewal and New/Bonus projects. Using CoC approved Rank and Review tools, all projects seeking funding are scored and placed in numerical order. New/Bonus projects are scored and placed in numerical order beneath Renewal Projects. All agencies receive their project scores and are offered the opportunity to debrief with the Collaborative Applicant. Debriefing allows agencies the opportunity to request clarification regarding how/why Application question/s received certain scores. Debriefings are required if agencies are considering an appeal. Agencies may choose to appeal project score/s within the allotted time frame (see the **Appeals Process** outlined below). After all debriefings with the Collaborative Applicant are completed and appeals considered by the Review Team, projects projected to fall into Tier 2 are contacted and notified of their ranking and offered the opportunity to go over the projects scores. Next, the project ranking is shared with the Performance and Evaluation Committee, presented to the Board for review/approval then shared with Membership.

## ***Appeal Process***

### 1. Who May Appeal?

An agency may appeal a decision concerning a Renewal or New/Bonus project application submitted by that agency. If a project was submitted by a collaboration of agencies, only one joint appeal may be submitted.

### 2. What May Be Appealed?

The appeals process applies to project scoring and ranking ***only***. *There is no appeal for project tiering.* An appeal may ***not*** be based on the following:

- Failure to answer any question/s on the application
- Failure to submit required attachments to the application
- Failure to submit the application by the required deadline

Any mathematical errors found by an applicant will be corrected by the Collaborative Applicant.

### 3. Timing of an Appeal

Formal appeals may be submitted by a project within two (2) business days of debriefing. Appeals must be submitted in writing to the Collaborative Applicant [sbarnaby@caresny.org](mailto:sbarnaby@caresny.org) who will forward them on to the Review Team. The written appeal must consist of a brief statement no longer than 1 page and can be in the form of a letter, memo or email.

#### 4. Appeals Decisions

The Review Team also serves as the Appeals Team. Appeals are decided by majority vote of the Appeals Team. Once decided, all appeals are final and may not be overturned by the Performance and Evaluations Committee, Board or Membership.

#### ***Project Tiering***

HUD requires that the CoC ranks projects into two tiers based on the funding allocation released in the NOFA. Tiering prioritizes projects for funding. Using the project ranking, the Collaborative Applicant tiers projects (New/Bonus projects are always placed at bottom of Tier 2) and presents the results to the Performance and Evaluation Committee and Board. When the NOFA is released, priorities outlined in the application may be strategically applied by the CoC to project tiering. Final tiering results are presented to the Board for approval and vote, then shared with Membership. The Board votes on the full application, including tiering.

#### ***New Projects***

A separate application is required for Bonus and Reallocated project proposals. If, after the ranking process, additional money becomes available through reallocation, and if all new projects have been approved, the new project RFP will re-open for submission in efforts to utilize all available funding. RFPs submitted during the second application process will automatically be ranked below projects from the first round. The Review Team reviews and scores all New/Bonus project applications submitted. New project applications are required to interview with the Review Team. Interview questions will include specific criteria included in the NOFA. New project applications will be ranked, approved by the Board and presented to Membership. The community's goal is to apply for the maximum amount of available funds. The same appeals process that applies to Renewal applications applies to New/Bonus project applications.

#### ***Bonus Projects***

Each year, HUD *may* offer bonus funding and the NOFA outlines how the funds may be spent. Bonus project proposals must fill an unmet need as noted within the Action Plan or locally determined priorities. Bonus project applications are required to interview with the Review Team. Interview questions will include specific criteria included in the NOFA. Bonus applications will be ranked, approved by the Board and presented to Membership. The community's goal is to apply for the maximum amount of available funds. The same appeals process that applies to Renewal applications applies to New/Bonus project applications.

#### ***Reallocation***

Reallocation is the process by which the CoC shifts funds, in whole or in part, from existing eligible renewal grants to create new projects to fill an unmet need within the community. Reallocating

funds is one of the most important tools by which communities can make strategic improvements to their homelessness system.

Projects that can be flagged for reallocation consideration include those which have demonstrated inadequate financial management, a history of expending funds on ineligible activities, a lack of full expenditure of funds, and those which consistently score low on the Rank & Review. Reallocation is recommended for any project *not* participating in Coordinated Entry, HMIS or the annual Point-in-Time. The Board may determine reallocation of a particular project as in the best interest of the CoC and essential to maintaining full funding. Further, agencies may voluntarily choose to reallocate funds from their own projects. New project proposals developed by agencies through reallocation of their own funds will be prioritized during the ranking process. All other proposed projects using reallocated funds will be ranked according to general ranking procedures.

Project proposals developed with reallocated funds must fill an unmet need and submit a New/Bonus application. Agencies interested in applying for reallocated funds are required to interview with the Review Team. Applications for New/Bonus projects will be ranked separately from Renewal projects, and the final ranking will be approved by the Board and presented to CoC Membership.