Allegheny County Continuum of Care (PA-600)
2019 Rate, Rank, Review, and Selection Criteria Process

This document describes the 2019 Rate, Rank, Review, and Selection Criteria Process utilized by the Allegheny County Continuum of Care (CoC), PA-600, for the Notice of Funding Availability (NOFA) for the Fiscal Year (FY) 2019 Continuum of Care Program Competition (2019 NOFA). An overview of the development of these processes, along with a timeline, is provided following the description of the processes and criteria.

The Homeless Advisory Board (HAB) is the working board that acts on the behalf of the CoC to ensure the fulfillment of the responsibilities of the CoC, and is the body responsible for finalizing the process decisions described in this document. Allegheny County Department of Human Services (DHS) has been designated as the Infrastructure Organization by the HAB. Within this designation, DHS has been delegated the day-to-day and operational responsibilities that fulfill the core duties of the CoC, including serving as the Collaborative Applicant and supporting the administrative duties required to complete the annual NOFA application.

2019 CoC Review and Ranking

Eligibility for Ranking
Projects that sought renewal for funding in 2019 were required to submit their Performance Outcome Tool Justifications to DHS by May 7, 2019. Beyond submitting required materials by the deadlines outlined by DHS and in the NOFA, renewal projects were required to have an executed Grant Agreement from HUD and be in full compliance with all applicable local, state and federal laws and regulations.

Projects that sought to receive bonus funding in 2019 were required to submit a complete proposal in response to a Request for Proposals (RFP), issued by DHS and reviewed by a diverse, cross-functional evaluation committee, including members of the HAB, by the date outlined in the RFP (August 28, 2019). Further, projects that the RFP evaluation committee recommended for inclusion in the NOFA were required to meet all the criteria for renewals, as outlined above.

Renewal Project Performance Outcome Tool
The 2019 Renewal Project Performance Outcome Tool (2019 Ranking Tool) was developed to evaluate performance and to rank HUD CoC renewal projects for the 2019 NOFA.

The 2019 Ranking Tool was developed through the HAB's CoC Analysis and Planning Committee, utilizing the expertise of CoC members and an analysis of the effectiveness of previous ranking tools. The analysis of previous ranking tools included a review of the 2018 Ranking Tool scores, including a review of mean, median and high/low scores, as well as the distribution of projects across scores, a review of system performance across measures, and a comparison of the measurements and point values utilized in both the 2017 and 2018 tools.

The 2019 Ranking Tool is organized around the following performance measures: (a) unit utilization; (b) housing performance; (c) income, employment, health insurance and non-cash benefits outcomes; (d) length of time in program; (f) recidivism; (g) data quality (h) timeliness of data entry; (i) programmatic monitoring and housing first performance (j) fiscal administration; and (k) cost effectiveness. In addition, section (e) contributes points to projects based on the percentage of particularly hard to serve consumers (persons with two or more disabilities at entry; adults with zero income at entry; persons

living in places not meant for human habitation prior to entry; and chronic homelessness at entry) they served. Data for each measure is scored and weighted to balance the ranking tool results around a consistent scale.

Data to populate the tool for each project was extracted from HMIS, except for sections (i), (j) and (k). Fiscal data maintained through DHS was used to complete sections (j) and (k), and 2018 monitoring documentation was used to complete section (i).

Once the tool was populated with data it was shared with the corresponding project. Project leads reviewed the completed tool, provided justification for requests to adjust any scores, and described plans to address any low performance measures.

Reallocation Strategy
A full description of the CoC's reallocation strategy can be found in the 2019 Reallocation Process document. Funds for reallocation were identified through a review of renewal project rankings (scores based on the 2019 Ranking Tool), and the destination for reallocated funds were determined through an assessment of CoC needs.

Ranking Strategy
The 2019 ranking strategy continued the CoC's data-driven, performance-based and needs-oriented processes:
- Renewal projects that were operational for all of calendar year 2018 were ranked in order of score using the 2019 Ranking Tool. Projects that became operational in 2018, and thus did not have a full year of data, were also scored using the 2019 Ranking Tool but were grouped after the projects the were operational for all 2018[1]. A data dictionary was included as a part of the overall distribution of the tool.
  - The 2019 Ranking Tool was completed for each project using data pulled from HMIS or a comparable data system.
  - Each project reviewed the scores on the tool and provided a justification for any score that should be adjusted.
  - The Evaluation Committee assessed proposed score changes and adjusted scores per their review.
  - Final scores were used to rank projects in order of score, and final review and approval is conducted by the Homeless Advisory Board (HAB).
- Two renewal projects represent a program that was removed from one subrecipient and, through an open and competitive RFP process, was split and taken over by two other subrecipients. These two projects were ranked in Tier 1, after the projects that were not operational for all of 2018.
- HMIS and Allegheny Link projects are considered critical to the overall operations of the CoC, and therefore were placed in the middle of Tier 1.
- Expansion projects using the reallocated funds was ranked at the bottom of Tier 1.
- Bonus projects were ranked at the bottom of Tier 2.[2]

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[1] Per the 2019 Priority Ranking List, projects ranked 54-55 represent the projects that were not operational for all CY2018; these projects are ranked in order of score but fall below the projects that were operational for all CY2018.
[2] All bonus projects will be selected using an open and competitive RFP process.

Review and Ranking Process

Utilizing the 2019 Renewal Project Performance Outcome Tool (2019 Ranking Tool) and reallocation and ranking strategies described above, the following process was implemented to rank projects for the 2019 NOFA:

- 2019 Ranking Tool
    - HAB approved the 2019 Ranking Tool on March 15, 2019
    - DHS generated the Ranking Tool for each project and distributed them to service providers along with instructions for the pre-application process and a Data Dictionary on April 19, 2019
    - Service providers returned reviewed Ranking Tools, including any score adjustment requests and justification, to DHS for Evaluation Committee review by May 7, 2019
- Reallocation and Bonus Projects
    - Funding to be reallocated determined by reviewing lower scoring projects; decisions to reallocate funds were made in collaboration with the impacted projects, and final notifications were made by August 26, 2019
    - RFP for bonus funds was issued on August 8, 2019
    - Proposal are being reviewed by a Review Committee using criteria outlined in the RFP and projects selected will be ranked at the bottom of Tier 2, in the ordered determined by the Review Committee
- Review and Ranking Evaluation Committee
    - Each Evaluation Committee member[3] received one third of the 2019 Ranking Tool to review
    - During review, if an evaluator felt a score should be changed, the evaluator indicated the section and question, the amount to increase or decrease the score, and a justification of why it should be changed on the official evaluator's score sheet
    - Evaluator's score sheets were returned to DHS; projects were ranked by score with notation of any proposals for score changes from evaluators
    - Evaluation Committee convened to review, discuss and confirm recommended ranking list; this discussion included attributing additional points to projects serving particularly vulnerable clients (see Ranking Strategy section, above, for details)
- Posting and Appeal
    - The recommended ranking list was posted on the CoC webpage and projects were notified of their ranking and the appeal process on August 30, 2019
    - Any appeals received will be reviewed by the Appeal Review Team and recommended response to the appeals will be put forward to the HAB
- Final Ranking List
    - The HAB will review recommended ranking list and any recommended adjustments, including results of appeal process
    - HAB's final ranking list will be publicly posted on the CoC webpage

Ranking Appeal Process

All projects were notified of their ranking on August 30, 2019. Projects can appeal their ranking by submitting a complete appeal form (Appendix B) by email to Hilary Scherer (hilary.scherer@alleghenycounty.us) no later than 5:00pm on September 9, 2019. Appeals submitted on time and in full will be reviewed by the Appeal Review Team. The Appeal Review Team consists of

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[3] Consistent with the process updated from 2018, representatives from CoC funded programs did not serve on the Evaluation Committee in 2018.

members of the CoC Evaluation Committee. If the Appeal Review Team determines that an appeal should result in an adjustment to the ranking, all Projects whose ranking is affected would be notified. The HAB will make the ultimate determination of ranking, confirming the final list for submission.

Process Development Overview

The CoC Analysis and Planning Committee is one of four standing committees of the HAB. In addition to regularly reviewing CoC data, policies and strategies, the CoC Analysis and Planning Committee has been charged with developing recommendations for evaluating programs and funding. As such, each year the Committee integrates local data analyses, the CoC's priorities and goals, local lessons learned, national best practices, and programmatic regulations/requirements to develop recommendations on the specific process for reviewing and ranking new/renewal/expansion projects for the HUD CoC Program Application.

The CoC Analysis and Planning Committee meets monthly and has open membership (monthly meeting schedule posted publicly on website and CoC members are reminded of Committee dates and invited to participate at least annually). The Committee held discussions particular to reviewing, ranking, and reallocating projects for the 2019 Continuum of Care Program Competition beginning in June 2018 and continuing monthly thereafter.

The following timeline provides a summary of key dates for developing the process and criteria:

June 13, 2018:   CoC Analysis and Planning Committee reviewed the bonus points added by the 2018 Evaluation Committee to address vulnerable populations and projects serving a high number of those.

January 9, 2019:   CoC Analysis and Planning Committee begins targeted conversations around the review, ranking, and reallocation process for 2019.

March 5, 2019:   CoC Analysis and Planning Committee's recommendation for the 2019 Renewal Project Performance Outcome Tool was shared with the CoC for public comment. Comments were collected through March 11, 2019 and shared with the HAB.

March 15, 2019:   HAB approved 2019 Renewal Project Performance Outcome Tool.

Appendix B
2019 Ranking List Appeal Form
(please note this form is also available in Word form on the CoC website)

Allegheny County Continuum of Care (PA-600)
2019 NOFA Continuum of Care Program Competition
Ranking Appeal Form

Instructions

Complete contact information and provide a one (1) page maximum summary that clearly articulates the ranking issue being appealed and provides justification for the requested change. Projects should review the Allegheny County Continuum of Care 2019 Rate, Rank, Review, and Selection Criteria Process document before submitting an appeal to ensure that the justification provided is not duplicative of review and ranking processes that have already been completed, such as the service providers review of completed Performance Outcome Tools for their projects.

Submit this completed form by 5:00pm on Monday, September 9th to Hilary Scherer at *hilary.scherer@alleghenycounty.us*

Contact Information

Agency Name: _____

Project Name: _____

Contact Name: _____

Contact Email: _____

Contact Phone: _____

Appeal and Justification *(one page)*