Clackamas County Continuum of Care - FY2019 Ranking Process

Clackamas County CoC monitors project performance during APR review prior to submission, through regularly scheduled data quality and bed utilization reports, and as part of the evaluation, review, scoring and ranking process. Before working on updating score cards, Coordinated Entry, PIT count, and equity analysis data was examined to determine local needs. The score cards used for the CoC ranking process are also completed and evaluated by the CoC Steering Committee (CoCSC) in January as part of mid-year performance evaluation. If the CoCSC determines that a program is underperforming the CoCSC will support programs to improve performance, following the CoC Corrective Action Process as per the CoC Bylaws.

At regular CoCSC meetings on 2/14/19 and 4/11/19 the CoCSC updated all five score cards. **Objective Criteria, used in review, ranking and selection** to determine future program success, was different based on the type of score card used:

- New Project Applications- evaluated basic threshold requirements (such as HMIS, CE, Housing First and Equal Access), HUD application
 requirements (such as eligible activities, project type), local goals (Increase RRH and Dedicated CH beds, project that serves non-Chronic
 single adults, serves underserved population), and narratives (agency administrative capacity, success with federal grants, experience
 working with homeless populations, program plans to positively contribute to HUD's System Performance Measures, and a description
 of their equity and inclusion strategies)
- New Renewal Projects- evaluated preparation steps needed to be a successful CoC program (CE participation, staff hired, HMIS training completed, Housing inventory form, CoC participation, staff trained in SOAR)
- First-year Renewal Projects-evaluated based on progress toward standard renewal goals (fund expenditure, HMIS data entry, **bed utilization**, **and exits to permanent housing on track**; staff trained in SOAR; and project manual created)
- Standard Renewal Projects-evaluated unresolved HUD findings, on-time APR submission, eLOCCS drawdown rates, HMIS data quality, bed utilization rates, exits to permanent housing, and increasing participant incomes.
- Youth Renewal Projects- evaluated based on the same criteria as Standard Renewal with 2 exceptions: The income measure was adapted to include increased/maintained income AND/OR attending school or training program; an additional bonus point was available to youth-specific programs if they meet the goal of at least 75% of participants having a Primary Care Provider or Medical Home.

Up-to-date past performance data were used for all applications for which the data were available, including all First-year, Youth and Standard renewal projects. Data were pulled from projects' most recently completed program year. **Target population, housing component type, number of households to be served, and cost effectiveness** were some of the **objective criteria** included on all score cards. All renewal projects were scored on narrative responses related to equity efforts. A bonus point was given to renewal projects that met each of the following criteria:

- 100% Dedicated Chronically Homeless beds or Dedicated PLUS beds
- Increases overall RRH beds
- Committed to using Housing First approach
- Serves underserved population, as identified by the Equity Analysis

Clackamas County Continuum of Care - FY2019 Ranking Process

Bed utilization rates, exits to permanent housing destinations, and increasing participant income, are the factors related to achieving positive housing outcomes and factors related to improving system performance that were explicitly evaluated using the attached score card. In order to ensure projects are in compliance with 24 CFR part 578, eLOCCS drawdown rates and timely APR submittal are considered, while funds recaptured by HUD and monitoring/audit findings are scored. The score card was filled in by CoC staff using HMIS and project application data, and project staff provided answers to the narrative section.

Each of the **score cards** used is attached below. All new and renewal project applications were submitted through Esnaps to the CoC by the deadline set by the CoC, August 20th, 2019. The projects included in our FY2019 CoC Application were monitored, evaluated, reviewed, scored, accepted, and ranked on September 9th. **Minutes of this and other CoCSC meetings are available to the public**.

The CoCSC recognizes the particular vulnerability of abuse/victimization or a history of victimization/abuse, domestic violence, and sexual assault that folks served through victim service providers have experienced and encouraged new applicants to apply for programs with a target population of DV survivors, including survivors of sexual assault. This approach was successful as the CoC received one project application from a brand new victim service provider (VSP), and seven applications from VSP agencies already receiving CoC Funding.

The CoC has a long-standing relationship with victim service providers in our region, and has a **specific method for evaluating projects submitted by VSPs.** Once the blank score card was finalized by CoCSC, it was emailed to VSPs to fill in **using data generated from their comparable database.** All applications submitted by VSPs, Catholic Charities DV Bonus project application, IRCO's renewal project application and CWS's three new and three renewal project applications, were screened for the **degree to which they improve safety for the population served**. The narratives in their applications and score cards clearly demonstrated the deep thinking and commitment each organization has for the safety of their participants.

There were a few projects that could not be evaluated or had outcomes that could not be compared with the other CoC projects. Coordinated Housing Access (CHA) and Homeless Management Information System (HMIS) could not be evaluated in a meaningful way to compare with the other projects because these projects do not serve participants in the same way as TH, RRH or PSH projects. CHA, our Coordinated Entry, screens for the other programs and HMIS is used to collect and analyze data. For CHA and HMIS, The CoCSC decided that projects which are necessary for the success of the whole continuum need to be included at the top of Tier 1.

Score Card for New Project Applications

(Including bonus and reallocation)

Assistance Type	Target Population	# of Units Proposed	Households to Serve

Participation in and compliance with CoC System and HUD Priorities (Minimum Threshold)

- 1. Willing and able to participate in CHA
- 2. Willing and able to participate in HMIS (or an equivalent, if DV provider)
- 3. Agrees to all CoC policies and practices
- 4. Housing First
- 5. Equal Access
- 6. Application includes only eligible activities and expenses
 - a. Program component type is allowed under the FY2018 NOFA
 - b. All Budget Line Items must be allowable under the FY2018 NOFA and clearly explained
- 7. Application amount plus match (Budget) reasonably reflects the proposed scope of work
- 8. Application is complete by the designated due date with no missing items

Total:

Other HUD and CoC Goals: Application supports the following goals (7 points)

- 1. Dedicated CH beds/ Increase overall RRH beds (2 point)
- 2. Application is for a project that serves non-Chronic single adults? (2 points)
- 3. Project serves an underserved population, as identified by the Coordinated Housing Access Equity Evaluation. Underserved populations include people who identify as: Asian, Multi-racial and/or Latinx/Hispanic (3 points)

Total:

Narrative (40 points)

- 1. Please provide a brief narrative (no more than ½ page) describing your agency's administrative capacity (data-tracking, software/HMIS) to implement this program. (5 points)
- 2. Please provide a brief narrative (no more than ½ page) describing your agency's experience and documented success working with complicated federal grants. Please include information about compliance with federal regulations, ability to draw down all funds, and ability to keep all beds full while complying with federal and local regulations. (5 points)
- 3. Please provide a brief narrative (no more than 1 page) describing your agency and staff's experience working with homeless populations, including your agency's guiding principles. Please include information about how your agency has demonstrated participant success securing and maintaining permanent housing and increasing cash and non-cash income. (10 points)

- 4. Please provide a brief narrative (no more than 1 page) describing how your program plans to positively contribute to HUD's System Performance Measures: quickly move people from homelessness to permanent housing; ensure participants exit to/maintain permanent housing (for PSH projects) or retain permanent housing after program completion (for RRH projects); ensure participants graduating programs to do return to homelessness; ensure participants increase income during program participation. (10 points)
- 5. The CoC definition of equity is: an on-going process of learning to acknowledge our biases, being flexible, and adapting services and policies to eliminate discrimination and disparities in the delivery of human services. The goal of equity is to provide opportunity and outcomes free from biases and favoritism for all program participants and staff. Please provide a brief narrative (no more than one page) describing your programs efforts to eliminate discrimination, reduce impact of bias, increase accessibility, promote diversity, and/or increase inclusivity. (10 points)
 - Example #1: A program creates a policy to ensure hearing-impaired individuals do not experience barriers accessing and receiving services.
 - Example #2: A program implements a strategic training plan to increase awareness and competency of racism, implicit bias, ableism, LGBTQIA+ issues, and other held identities experiencing disparities accessing services.
 - Example #3: An organization maintains a robust employee-lead committee that supports an organizational culture centered on equity and inclusion in the workplace.

New Project Ranking Criteria— 2019

Project Name:		Da	te:
Assistance Type	Target Population	Number of Units (single site)/ Proposed Project Participation (scattered site)	Households Served

Budget Information:

\$
\$
\$

Project Ranking Criteria - 2019

1. Project Narrative: Local Needs Maximum points: 10

The CoC definition of equity is: an on-going process of learning to acknowledge our biases, being flexible, and adapting services and policies to eliminate discrimination and disparities in the delivery of human services. The goal of equity is to provide opportunity and outcomes free from biases and favoritism for all program participants and staff. Please provide a brief narrative (no more than one page) describing your programs efforts to eliminate discrimination, reduce impact of bias, increase accessibility, promote diversity, and/or increase inclusivity.

- Example #1: A program creates a policy to ensure hearing-impaired individuals do not experience barriers accessing and receiving services.
- Example #2: A program implements a strategic training plan to increase awareness and competency of racism, implicit bias, ableism, LGBTQIA+ issues, and other held identities experiencing disparities accessing services.
- Example #3: An organization maintains a robust employee-lead committee that supports an organizational culture centered on equity and inclusion in the workplace.

Very few programs received full points on this question in the last year. Please thoughtfully consider your answer.

2 Point: Quality of Answer

4 Points: Ensuring equity, diversity, and inclusion for all participants

Project Ranking Criteria – **2019**

2.	Project Performance	Maximum points: 31
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Criteria	Possible Points	Points Awarded
Compliance: Steps needed to be incorporated into CHA are complete	6	
No steps taken=0, some steps taken-mostly incorporated=2-5, fully incorporated=6		
Drawdowns : Projects that are within one month of starting their operating year have hired staff for this project (projects with more than a month until implementation, full points)	5	
No steps taken=0 points; job description written, job posted, interviews completed=2-4; staff hired=5		
HMIS Data Quality: New staff trained in HMIS policies and procedures. If new staff is responsible for HMIS data entry, also trained in data entry. (projects with more than a month until implementation, full points) Not trained=0, Trained in all aspects required for the position=5	5	
Bed Utilization : A completed Housing Inventory form has been submitted to HMIS Coordinator, indicating the number and types of beds/units available through this project. Not submitted=0, Submitted, but not finalized=1-4 (depending on how complete), Submitted and finalized=5	5	
Ending Homelessness : The agency participates in CoC and is a voting member (attended at least 3 meetings in the past 12 months). Not attending CoC=0, Attending CoC but not a voting member=2, Voting member of CoC=5	5	
Increased or Maintained Income: At least one staff person is registered or completed SOAR training. Did not meet goal=0, met goal=5	5	

Please provide any explanations of project performance measures you would like the CoC Steering Committee to consider when scoring your project (no more than 1 page total).

Project Ranking Criteria - 2019

3.	HUD Criteria - Subject to change	Maximum points: 6	
•	Project increases overall RRH beds (1 p Project committed to using Housing Fi Project serves an underserved populat	rst approach (1 point) ion, as identified by the Coordinated Housing Access Equity Evaluation ble who identify as: Asian, Multi-racial and/or Latinx/Hispanic (3 point)	
		Total Score:	

Any project submitting either score card or application through Esnaps after the CoC-imposed deadline will have an automatic penalty of 5 points subtracted from their total score, listed above.

First Year Project Ranking Criteria – 2019

Assistance Type	Target Population	Number of Units (single site)/ Proposed	Households Served
		Project Participation (scattered site)	

Participant Demographics (pulled from APR):

Project Name: _____

Gender:	Race:
Male	White
Female	Black/African-American
Transgender	Asian
Other	American Indian/Alaska Native
Don't know/refused/missing	Native Hawaiian/Pac. Islander
	Multiple Races
Age:	Don't know/refused/missing
0-12	
13-17	Domestic Violence Survivor:
18-24	Yes
25-61	No
62+	Don't know/refused/missing
Don't know/refused/missing	
	Veterans
Ethnicity:	
Hispanic/Latino	Chronically Homeless
Not Hispanic/Latino	
Don't know/refused/missing	

Budget Information:

Amount of HUD CoC Contract/Award: Not including Admin	\$
HUD CoC Admin:	\$
Total Program Budget:	\$
Please list all cash funding sources including and beyond stated match	

Date:

First Year Ranking Criteria - 2019

1. Project Narrative: Local Needs Maximum points: 10

The CoC definition of equity is: an on-going process of learning to acknowledge our biases, being flexible, and adapting services and policies to eliminate discrimination and disparities in the delivery of human services. The goal of equity is to provide opportunity and outcomes free from biases and favoritism for all program participants and staff. Please provide a brief narrative (no more than one page) describing your programs efforts to eliminate discrimination, reduce impact of bias, increase accessibility, promote diversity, and/or increase inclusivity.

- Example #1: A program creates a policy to ensure hearing-impaired individuals do not experience barriers accessing and receiving services.
- Example #2: A program implements a strategic training plan to increase awareness and competency of racism, implicit bias, ableism, LGBTQIA+ issues, and other held identities experiencing disparities accessing services.
- Example #3: An organization maintains a robust employee-lead committee that supports an organizational culture centered on equity and inclusion in the workplace.

Very few programs received full points on this question in the last year. Please thoughtfully consider your answer.

2 Point: Quality of Answer

4 Points: Ensuring equity, diversity, and inclusion for all participants

First Year Ranking Criteria - 2019

The following data are based on HUD Performance Measurements and local need. Data sources are APRs for each project's most recently completed program year, local HUD representative, and HMIS.

2. Project Performance	Maximum points: 31	
nis section is based on HUD's Performance Criteria, as articulated in the competition NOFA.	<u>, </u>	
Criteria	Possible Points	Points Awarded
Compliance: Project has made progress on creating a project manual	5	
Expended Funds : Project is on track to expend all funds by the end of the Program Year. Calculate percent spent, prorated based on program year progress. (from HUD)	4	
Less than 45%=0 points, 46%-55%=1, 56-65%=2, 66-75%=3, more than 75%=4		
All projects operating for fewer than 3 months= 4 points		
HMIS Data Quality : Had less than 4% null/missing on all HMIS data elements (APR questions 6a-6c) More than 10%=0, 8-9%=1, 6-7%= 2, 5-6%= 3, 4-5%=4, fewer than 4%=5	5	
Bed Utilization : Programs are on track to meet Bed Utilization goals New PSH projects: 6-8 months (2 placements), 9-12 months (5 placements or total inventory) Zero placements=0, Half of goal met=3.5, Full goal met=7 OR	7	
All other new projects: 6-8 months (5 placements), 9-12 months (15 placements or total inventory) Zero placements=0, Half of goal met=3.5, Full goal met=7 All projects operating for fewer than 6 months= 7 points		
Ending Homelessness: The PSH program met the local goal of leasing up the first participant within three months after the first staff person hired. Did not meet goal=0, met goal=5 All projects operating for fewer than 3 months= 5 points OR The RRH program met the local goal of leasing up the first participant within one month after first staff person hired. Did not meet goal=0, met goal=5 All projects operating for less than 1 month= 5 points	5	
Increased or Maintained Income : At least one staff person at agency is registered or completed SOAR training.	5	

Please provide any explanations of project performance measures you would like the CoC Steering Committee to consider when scoring your project (no more than 1 page total).

Did not meet goal=0, met goal=5

First Year Ranking Criteria – **2019**

3.	HUD Criteria	Maximum points: 6	
•	Project increases overall RRH beds (1 p Project committed to using Housing Fi Project serves an underserved popu	·	
		Total Score:	

<u>Clackamas County Continuum of Care</u> <u>Renewal Project Ranking Criteria</u> **2019**

Project Name:	Date:
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Assistance Type	Target Population	Number of Units (single site)/ Proposed Project Participation (scattered site)	Households Served

Participant Demographics (pulled from APR):

Gender:	Race:	
Male	White	
Female	Black/African-American	
Transgender	Asian	
Other	American Indian/Alaska Native	
Don't know/refused/missing	Native Hawaiian/Pac. Islander	
	Multiple Races	
Age:	Don't know/refused/missing	
0-12		
13-17	Domestic Violence Survivor:	
18-24	Yes	
25-61	No	
62+	Don't know/refused/missing	
Don't know/refused/missing	Number currently fleeing	
	Veterans	
Ethnicity:		
Hispanic/Latino	Chronically Homeless	
Not Hispanic/Latino	CH households listed on APR	
Don't know/refused/missing	Number who met CH definition before 1/15/16	

Budget Information:

Amount of HUD CoC Contract/Award:	\$
Not including Admin	
HUD CoC Admin:	\$
Total Program Budget:	\$
Please list all cash funding sources	
including and beyond stated match	

Renewal Project Ranking Criteria - 2019

1. Project Narrative Maximum points: 10

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- Example #1: A program creates a policy to ensure hearing-impaired individuals do not experience barriers accessing and receiving services.
- Example #2: A program implements a strategic training plan to increase awareness and competency of racism, implicit bias, ableism, LGBTQIA+ issues, and other held identities experiencing disparities accessing services.
- Example #3: An organization maintains a robust employee-lead committee that supports an organizational culture centered on equity and inclusion in the workplace.

Very few programs received full points on this question in the last year. Please thoughtfully consider your answer.

2 Point: Quality of Answer

4 Points: Ensuring equity, diversity, and inclusion for all participants

Renewal Project Ranking Criteria - 2019

The following data are based on HUD Performance Measurements and local need. Data sources are APRs for each project's most recently completed program year, local HUD representative, and HMIS.

2. Project Performance Maximum poi

Criteria	Possible Points	Points Awarded
Compliance : Project does not currently have unresolved HUD monitoring findings or is in process of resolving	5	
Compliance: Was the APR for the most recently completed program year submitted to HUD on time?	4	
Drawdowns: Project spent all CoC funds in contract year. (from HUD)	2	1
Less than 90%=0 points, 90-94%=1, 95-100%=2		
If project is still in the initial contract period – 2 points		
HMIS Data Quality : Had 0% null/missing on all HMIS data elements on (APR questions 6a-6c) More than 8%=0, 6-8%=1, 4-6%= 2, 2-4%= 3, more than 0-2%=4, 0%=5	5	5
Bed Utilization: Average Bed utilization was at least 99%		4
Less than 80%= 0, 80-85%=1, 86-90%=2, 90-94%=3, 95-99%=4, more than 99%=5 For RRH programs: Proposed project participation vs Households Served	5	
Ending Homelessness: The PSH program met the local goal of at least 99% of clients remaining in permanent housing placement or exited to permanent housing. (APR Q5a.8, Q23a & b) Less than 80%=0, 80-84%=1, 85-89%=2, 90-94%=3, 95-99%=4, more than 99%=5 OR The TH program met the local goal of at least 99% of clients exiting to permanent housing (APR Q23a & b). Less than 80%=0, 80-84%=1, 85-89%=2, 90-94%=3, 95-99%=4, more than 99%=5 OR The RRH program met the local goal of at least 87% of clients who exited the program to permanent housing, maintain permanent housing 6 months after program exit. Less than 58%=0, 58-64%=1, 65-71%=2, 72-79%=3, 80-86%=4, more than 86%=5	5	3
Increased or Maintained Income: All homeless programs met the local goal of at least 80% of adult clients having increased or maintained total income at end of operating year or at exit (APR 19a3). Less than 60%=0, 60-64%=1, 65-69%=2, 70-74%=3, 75-80%=4, more than 80%=5	5	5

Please provide any explanations of project performance measures you would like the CoC Steering Committee to consider when scoring your project (no more than 1 page total).

Renewal Project Ranking Criteria – 2019

3.	HUD Criteria	Maximum points: 6	
•	Project increases overall RRH beds (1 p Project committed to using Housing Fi Project serves an underserved popu	·	
		Total Score:	

Any project submitting either score card or application through Esnaps after the CoC-imposed deadline will have an automatic penalty of 5 points subtracted from their total score, listed above.

Project Ranking Criteria – Youth Renewal-2019

Assistance Type	Target Population	Number of Units (single site)/ Proposed	Households Served
		Project Participation (scattered site)	

Participant Demographics (pulled from APR):

Project Name: _____

Gender:	Race:
Male	White
Female	Black/African-American
Transgender	Asian
Other	American Indian/Alaska Native
Don't know/refused/missing	Native Hawaiian/Pac. Islander
	Multiple Races
Age:	Don't know/refused/missing
0-12	
13-17	Domestic Violence Survivor:
18-24	Yes
25-61	No
62+	Don't know/refused/missing
Don't know/refused/missing	Number currently fleeing
	Veterans
Ethnicity:	
Hispanic/Latino	Chronically Homeless
Not Hispanic/Latino	CH households listed on APR
Don't know/refused/missing	Number who met CH definition before 1/15/16

Budget Information:

Amount of HUD CoC Contract/Award:	\$
Not including Admin	
HUD CoC Admin:	\$
Total Program Budget:	\$
Please list all cash funding sources	

Date:

Project Ranking Criteria - Youth Renewal- 2019

1.Project Narrative: Local NeedsMaximum points: 10

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- Example #1: A program creates a policy to ensure hearing-impaired individuals do not experience barriers accessing and receiving services.
- Example #2: A program implements a strategic training plan to increase awareness and competency of racism, implicit bias, ableism, LGBTQIA+ issues, and other held identities experiencing disparities accessing services.
- Example #3: An organization maintains a robust employee-lead committee that supports an organizational culture centered on equity and inclusion in the workplace.

Very few programs received full points on this question in the last year. Please thoughtfully consider your answer.

2 Point: Quality of Answer

4 Points: Ensuring equity, diversity, and inclusion for all participants

Project Ranking Criteria – Youth Renewal- 2019

The following data are based on HUD Performance Measurements and local need. Data sources are APRs for each project's most recently completed program year, local HUD representative, and HMIS.

2. Project Performance Criteria	Maximum points: 31
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Criteria	Possible Points	Points Awarded
Compliance : Project <u>does not</u> currently have unresolved HUD monitoring findings or is in process of resolving.	5	
Compliance: Was the APR for the most recently completed program year submitted to HUD on time?	4	
Drawdowns: Project spent all CoC funds in contract year. (from HUD)	2	
Less than 90%=0 points, 90-94%=1, 95-100%=2		
If project is still in the initial contract period – 2 points		
HMIS Data Quality: Had 0% null/missing on all HMIS data elements on (APR Q6a-6c) More than 8%=0, 6-8%=1, 4-6%= 2, 2-4%= 3, more than 0-2%=4, 0%=5 All individuals elements listed must be less than 5% null.	5	
Bed Utilization : Average Bed utilization was at least 99% Less than 80%= 0, 80-85%=1, 86-90%=2, 90-94%=3, 95-99%=4, more than 99%=5 For RRH programs: Proposed project participation vs Households Served	5	
Ending Homelessness: The PSH program meet the local goal of at least 99% of clients remaining in permanent housing placement or exited to permanent housing. (APR Q5a8, Q23a & b) Less than 80%=0, 80-84%=1, 85-89%=2, 90-94%=3, 95-99%=4, more than 99%=5 OR The TH program met the local goal of at least 99% of clients exiting to permanent housing Less than 80%=0, 80-84%=1, 85-89%=2, 90-94%=3, 95-99%=4, more than 99%=5 OR The RRH program met the local goal of at least 87% of clients who exited the program to permanent housing, maintain permanent housing 6 months after program exit.	5	
Less than 58%=0, 58-64%=1, 65-71%=2, 72-79%=3, 80-86%=4, more than 86%=5		
Income and Education: All youth homeless programs meet the local goal of at least 80% of youth participants having increased or maintained income AND/OR attending high school, post-secondary education, or other training program at end of operating year or at exit (APR Q19a3 and Youth spreadsheet). Less than 60%=0, 60-64%=1, 65-69%=2, 70-74%=3, 75-80%=4, more than 80%=5	5	

Please provide any explanations of project performance measures you would like the CoC Steering Committee to consider when scoring your project (no more than 1 page total).

Project Ranking Criteria – Youth Renewal- 2019

3.	HUD Criteria Bonus Points	Maximum points: 7
•	At least 75% of youth have a Primary Care Provider or Medical Home (1 point) Project is 100% Dedicated Chronically Homeless or Dedicated PLUS beds (1 point) Project increases overall RRH beds (1 point) Project committed to using Housing First approach (1 point) Project serves an underserved population, as identified by the Coordinated Housing Access Equity Evaluation Underserved populations include people who identify as: Asian, Multi-racial and/or Latinx/Hispanic (3 point)	
	Total Score :	

Any project submitting either score card or application through Esnaps after the CoC-imposed deadline will have an automatic penalty of 5 points subtracted from their total score, listed above.