Before Starting the CoC Application

The CoC Consolidated Application is made up of two parts: the CoC Application and the CoC Priority Listing, with all of the CoC’s project applications either approved and ranked, or rejected. The Collaborative Applicant is responsible for submitting both the CoC Application and the CoC Priority Listing in order for the CoC Consolidated Application to be considered complete.

The Collaborative Applicant is responsible for:

1. Reviewing the FY 2017 CoC Program Competition NOFA in its entirety for specific application and program requirements.

2. Ensuring all questions are answered completely.

3. Reviewing the FY 2017 CoC Consolidated Application Detailed Instructions, which gives additional information for each question.

4. Ensuring all imported responses in the application are fully reviewed and updated as needed.

5. The Collaborative Applicant must review and utilize responses provided by project applicants in their Project Applications.

6. Some questions require the Collaborative Applicant to attach documentation to receive credit for the question. This will be identified in the question.

   - Note: For some questions, HUD has provided documents to assist Collaborative Applicants in filling out responses. These are noted in the application.
   - All questions marked with an asterisk (*) are mandatory and must be completed in order to submit the CoC Application.

For CoC Application Detailed Instructions click here.
1A. Continuum of Care (CoC) Identification

Instructions:
For guidance on completing this application, please reference the FY 2017 CoC Application Detailed Instructions and the FY 2017 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1A-1. CoC Name and Number: CA-502 - Oakland, Berkeley/Alameda County CoC

1A-2. Collaborative Applicant Name: Alameda County

1A-3. CoC Designation: CA

1A-4. HMIS Lead: Alameda County
### 1B. Continuum of Care (CoC) Engagement

**Instructions:**
For guidance on completing this application, please reference the FY 2017 CoC Application Detailed Instructions and the FY 2017 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

**1B-1.** From the list below, select those organization(s) and/or person(s) that participate in CoC meetings. Using the drop-down boxes, indicate if the organization(s) and/or person(s): (1) participate in CoC meetings; and (2) vote, including selection of CoC Board members. Responses should be for the period from 5/1/16 to 4/30/17.

<table>
<thead>
<tr>
<th>Organization/Person Categories</th>
<th>Participates in CoC Meetings</th>
<th>Votes, including electing CoC Board Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Government Staff/Officials</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>CDBG/HOME/ESG Entitlement Jurisdiction</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Local Jail(s)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Hospital(s)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>EMT/Crisis Response Team(s)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Mental Health Service Organizations</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Substance Abuse Service Organizations</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Affordable Housing Developer(s)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Disability Service Organizations</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Disability Advocates</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Public Housing Authorities</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>CoC Funded Youth Homeless Organizations</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Non-CoC Funded Youth Homeless Organizations</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Youth Advocates</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>School Administrators/Homeless Liaisons</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>CoC Funded Victim Service Providers</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Non-CoC Funded Victim Service Providers</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Domestic Violence Advocates</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Street Outreach Team(s)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Lesbian, Gay, Bisexual, Transgender (LGBT) Advocates</td>
<td>Not Applicable</td>
<td>No</td>
</tr>
<tr>
<td>LGBT Service Organizations</td>
<td>Not Applicable</td>
<td>No</td>
</tr>
<tr>
<td>Agencies that serve survivors of human trafficking</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Other homeless subpopulation advocates</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Homeless or Formerly Homeless Persons</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Other:(limit 50 characters)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Applicant:** Oakland/Alameda County CoC  
**Project:** CA-502 CoC Registration FY2017  
**COC_REG_2017_149552**
Applicant must select Yes, No or Not Applicable for all of the listed organization/person categories in 1B-1.

1B-1a. Describe the specific strategy(s) the CoC uses to solicit and consider opinions from organizations and/or persons that have an interest in preventing or ending homelessness. (limit 1000 characters)

The CoC solicits input through meetings, focus groups, committees, online surveys, and participation in other planning bodies. Membership is open to anyone. Invitations and agendas are issued to a 2000 name list of consumers, providers, jurisdictional staff, and elected officials. System design work is often done in open meetings. In 2017, 65 individuals, including consumers, participated in the development and testing of a customized Coordinated Entry (CE) assessment/prioritization tool. Veteran and youth provider groups met 3-4 times each to design CE procedures that would meet specific needs of these populations; such as, homeless veterans using the VA Clinic will be able to get an CE assessment when they drop-in versus needing a separate appointment. Homeless youth can elect to be assessed with either a youth service provider or the regional hub. Feedback from stakeholders led to the County creating a fund for testing strategies to effectively address encampments.

1B-2. Describe the CoC's open invitation process for soliciting new members, including any special outreach. (limit 1000 characters)

CoC membership is open to any individual interested in and committed to EveryOne Home, the collective impact initiative to end homelessness. Annually, the CoC invites new members to complete a brief application with contact information and relationship to the CoC’s work, and attend its biannual Community Meeting, where elections are held to fill open seats on the Leadership Board and HUD CoC Committee. The CoC lead reviews applications to assure the inclusion of all stakeholders, including homeless/formerly homeless individuals. Two formerly homeless persons serve on the CoC Committee, two on the Leadership Board, and two on the project rating and ranking panel. The CoC hired persons with lived experience of homelessness to act as “guides” and utilize their expertise for the 2017 PIT count field work. Ninety-nine guides led volunteer teams, identified areas likely to find unsheltered persons, and assisted the CoC to obtain reliable data to reduce and end homelessness.

1B-3. Describe how the CoC notified the public that it will accept and consider proposals from organizations that have not previously received CoC Program funding in the FY 2017 CoC Program Competition, even if the CoC is not applying for new projects in FY 2017. The response must include the date(s) the CoC made publicly knowing they were open to
proposals. (limit 1000 characters)

The CoC has created new projects through reallocation or bonus funds since 2013. The CoC announces the funding opportunity electronically to its own and HCDs listservs (2000+ names); publishes the application, instructions and FAQs on its website; and holds input meetings and a bidders' conference (8/11/2017) open to all interested applicants. The RFP explicitly stated: "Applicants do not need to be current grantees in order to apply for reallocated or bonus funds." New and renewal applications are scored against each other using the same objective performance criteria. New applicants must demonstrate experience with similar projects and capacity to administer federal grants. All projects must earn a threshold score of 60 to be included. Applicants who have not previously received CoC or other federal funding are encouraged to consider partnering with existing grantees to strengthen their proposal. This submission includes 2 new sub-grantees for the Coordinated Entry renewal project.
1C. Continuum of Care (CoC) Coordination

Instructions:
For guidance on completing this application, please reference the FY 2017 CoC Application Detailed Instructions and the FY 2017 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1C-1. Using the chart below, identify the Federal, State, Local, Private and Other organizations that serve homeless individuals, families, unaccompanied youth, persons who are fleeing domestic violence, or those at risk of homelessness that are included in the CoCs coordination; planning and operation of projects.
Only select "Not Applicable" if the funding source(s) do not exist in the CoC’s geographic area.

<table>
<thead>
<tr>
<th>Entities or Organizations the CoC coordinates planning and operation of projects</th>
<th>Coordinates with Planning and Operation of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Opportunities for Persons with AIDS (HOPWA)</td>
<td>Yes</td>
</tr>
<tr>
<td>Temporary Assistance for Needy Families (TANF)</td>
<td>Yes</td>
</tr>
<tr>
<td>Runaway and Homeless Youth (RHY)</td>
<td>Yes</td>
</tr>
<tr>
<td>Head Start Program</td>
<td>Yes</td>
</tr>
<tr>
<td>Housing and service programs funded through Department of Justice (DOJ) resources</td>
<td>Yes</td>
</tr>
<tr>
<td>Housing and service programs funded through Health and Human Services (HHS) resources</td>
<td>Yes</td>
</tr>
<tr>
<td>Housing and service programs funded through other Federal resources</td>
<td>Yes</td>
</tr>
<tr>
<td>Housing and service programs funded through state government resources</td>
<td>Yes</td>
</tr>
<tr>
<td>Housing and service programs funded through local government resources</td>
<td>Yes</td>
</tr>
<tr>
<td>Housing and service programs funded through private entities, including foundations</td>
<td>Yes</td>
</tr>
<tr>
<td>Other:(limit 50 characters)</td>
<td></td>
</tr>
<tr>
<td>Housing Authorities</td>
<td>Yes</td>
</tr>
</tbody>
</table>

1C-2. Describe how the CoC actively consults with Emergency Solutions Grant (ESG) recipient’s in the planning and allocation of ESG funds. Include in the response: (1) the interactions that occur between the CoC and the ESG Recipients in the planning and allocation of funds; (2) the CoCs participation in the local Consolidated Plan jurisdiction(s) process by providing Point-in-Time (PIT) and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions; and (3) how the CoC ensures local homelessness information is clearly communicated and addressed in Consolidated Plan updates.
(limit 1000 characters)

ESG recipients serve on the CoC Board, which meets monthly, and establishes funding priorities for use of ESG and CoC funds. Recipients utilize HMIS performance data to evaluate ESG funded activities and the scoring of sub-
recipient applications. The CoC provides HIC, PIT and performance data to all ten Con Plan jurisdictions, Alameda, Berkeley, Hayward, Fremont, Livermore, Oakland, Pleasanton, San Leandro, Union City and the Urban County. In 2017 a new PIT Count methodology provided each jurisdiction unsheltered and sheltered PIT counts. Previously, jurisdiction level counts were extrapolated using the county-wide PIT and city level HMIS data. CoC staff drafts and/or reviews Consolidated Plan updates and annual reports, ensuring use of data and alignment with the CoC priorities. All Con Plan jurisdictions and ESG recipients participate actively on Committees including the Board, CE oversight, Results Based Accountability (formerly Performance Management), and Funders Collaborative.

1C-3. CoCs must demonstrate the local efforts to address the unique needs of persons, and their families, fleeing domestic violence that includes access to housing and services that prioritizes safety and confidentiality of program participants. (limit 1000 characters)

Coordinated Entry (CE) intake begins with a brief safety screening and a built-in capacity to connect households to victim services agencies. Regional DV hotlines are available 24/7 and can administer the prioritization tool to match a family to the appropriate housing resources. The 3 CoC-funded family RRH collaborations include both victim services providers and non-victim service providers. Victims need not come through the shelter but can be rehoused directly from an unsafe situation. Client choice is maximized by enabling clients to change providers within the collaborative if safety or services needs change. Families fleeing domestic violence also receive safety screening and planning when choosing their permanent housing. DV occurrence in housing is address with established protocols: RRH, removing perpetrator’s name from lease, and/or having landlords heighten safety measures.

1C-3a. CoCs must describe the following: (1) how regular training is provided to CoC providers and operators of coordinated entry processes that addresses best practices in serving survivors of domestic violence; (2) how the CoC uses statistics and other available data about domestic violence, including aggregate data from comparable databases, as appropriate, to assess the scope of community needs related to domestic violence and homelessness; and (3) the CoC safety and planning protocols and how they are included in the coordinated assessment. (limit 1,000 characters)

Training: Local providers offer state-mandated 48-hour DV counselor certification trainings, open to CoC providers, several times per year. In partnership with Coordinated Entry (CE) these providers will offer quarterly trainings on basic safety and best practices, such as trauma informed care, for DV survivors. Data: Data aggregated from PIT Count surveys, intakes/assessments and comparable data bases enable the CoC to incorporate the prevalence of this DV in planning. Safety: Initial client contacts all begin with a brief safety screening. Survivors can opt to access services through the main CE hubs or victim services providers, who also administer the CE tool for matching to appropriate housing resources. Clients using the hub are informed of the potential risks of HMIS and can have their records...
encrypted. Should a client disclose/experience DV while in services, safety plans are created/updated immediately, as are the privacy settings on an HMIS record if client has one.

1C-4. Using the chart provided, for each of the Public Housing Agency’s (PHA) in the CoC’s geographic area: (1) identify the percentage of new admissions to the Public Housing or Housing Choice Voucher (HCV) Programs in the PHA’s that were homeless at the time of admission; and (2) indicate whether the PHA has a homeless admission preference in its Public Housing and/or HCV program.

Attachment Required: If the CoC selected, "Yes-Public Housing", "Yes-HCV" or "Yes-Both", attach an excerpt from the PHA(s) written policies or a letter from the PHA(s) that addresses homeless preference.

<table>
<thead>
<tr>
<th>Public Housing Agency Name</th>
<th>% New Admissions into Public Housing and Housing Choice Voucher Program during FY 2016 who were homeless at entry</th>
<th>PHA has General or Limited Homeless Preference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Livermore Housing Authority</td>
<td>100.00%</td>
<td>No</td>
</tr>
<tr>
<td>Oakland Housing Authority</td>
<td>9.00%</td>
<td>Yes-Public Housing</td>
</tr>
<tr>
<td>Berkeley Housing Authority</td>
<td>13.00%</td>
<td>Yes-Public Housing</td>
</tr>
<tr>
<td>City of Alameda Housing Authority</td>
<td>21.00%</td>
<td>Yes-HCV</td>
</tr>
<tr>
<td>Alameda County Housing Authority</td>
<td>13.00%</td>
<td>Yes-HCV</td>
</tr>
</tbody>
</table>

If you select "Yes--Public Housing," "Yes--HCV," or "Yes--Both" for "PHA has general or limited homeless preference," you must attach documentation of the preference from the PHA in order to receive credit.

1C-4a. For each PHA where there is not a homeless admission preference in their written policies, identify the steps the CoC has taken to encourage the PHA to adopt such a policy. (limit 1000 characters)

Historically, the CoC has not worked with the Livermore Housing Authority. It has low turnover of vouchers and was therefore not a priority. The City of Livermore has increased its focus and investment in reducing homelessness, and it is hiring its first Homeless Coordinator. The CoC was pleased to see that all of Livermore HA’s turnover went to homeless persons and will work with the City and the authority to explore incorporating a preference in the future.

1C-5. Describe the actions the CoC has taken to: (1) address the needs of Lesbian, Gay, Bisexual, Transgender (LGBT) individuals and their families experiencing homelessness, (2) conduct regular CoC-wide training with providers on how to effectively implement the Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity, including Gender Identity Equal Access to Housing, Final Rule; and (3) implementation of an anti-discrimination policy. (limit 1000 characters)
The CoC convened a community process that resulted in the 2/27/2017 County’s adoption of Emergency Shelter Standards, which included transgender access and training in compliance with HUD Rule on Appropriate Placement for Transgender Persons in Single-Sex Emergency Shelters. A CoC-wide LGBT Housing Access Anti-Discrimination Policy was approved on 8/31/2017, based on HUD’s 2012 Final Rule and 2016 Rule Equal Access in Accordance with Gender Identity, to ensure that any CoC and ESG funded projects allow equal access and prohibits discrimination in rental assistance, street outreach, transitional, and permanent housing programs based upon actual or perceived sexual orientation, actual or perceived gender identity, or marital status. The CoC is planning to provide training and guidance to grantees to implement this Policy in 2018, and to outreach to LGBT advocacy and services organizations to join CoC membership to better address the needs of LGBT individuals and families.

1C-6. Criminalization: Select the specific strategies implemented by the CoC to prevent the criminalization of homelessness in the CoC’s geographic area. Select all that apply.

| Engaged/educated local policymakers: | X |
| Engaged/educated law enforcement: | X |
| Engaged/educated local business leaders | |
| Implemented communitywide plans: | X |
| No strategies have been implemented | |
| Other:(limit 50 characters) | |
| PSH subsidies for CH identified by law enforcement | X |
| Multi-Disciplinary Forensic Task Force | X |
| Local fund to pilot rehousing from encampments | X |

When "No Strategies have been implemented" is selected no other checkbox may be selected.
1D. Continuum of Care (CoC) Discharge Planning

Instructions:
For guidance on completing this application, please reference the FY 2017 CoC Application Detailed Instructions and the FY 2017 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1D-1. Discharge Planning-State and Local: Select from the list provided, the systems of care the CoC coordinates with and assists in state and local discharge planning efforts to ensure those who are discharged from that system of care are not released directly to the streets, emergency shelters, or other homeless assistance programs. Check all that apply.

Foster Care: X
Health Care: X
Mental Health Care: X
Correctional Facilities: X
None: 

1D-1a. If the applicant did not check all the boxes in 1D-1, provide: (1) an explanation of the reason(s) the CoC does not have a discharge policy in place for the system of care; and (2) provide the actions the CoC is taking or plans to take to coordinate with or assist the State and local discharge planning efforts to ensure persons are not discharged to the street, emergency shelters, or other homeless assistance programs. (limit 1000 characters)

1D-2. Discharge Planning: Select the system(s) of care within the CoC’s geographic area the CoC actively coordinates with to ensure persons who have resided in any of the institutions listed below longer than 90 days are not discharged directly to the streets, emergency shelters, or other homeless assistance programs. Check all that apply.

Foster Care: X
Health Care: X
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mental Health Care:</strong></td>
<td>X</td>
</tr>
<tr>
<td><strong>Correctional Facilities:</strong></td>
<td>X</td>
</tr>
<tr>
<td><strong>None:</strong></td>
<td></td>
</tr>
</tbody>
</table>
1E. Continuum of Care (CoC) Project Review, Ranking, and Selection

Instructions
For guidance on completing this application, please reference the FY 2017 CoC Application Detailed Instructions and the FY 2017 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1E-1. Using the drop-down menu, select the appropriate response(s) that demonstrate the process the CoC used to rank and select project applications in the FY 2017 CoC Program Competition which included (1) the use of objective criteria; (2) at least one factor related to achieving positive housing outcomes; and (3) included a specific method for evaluating projects submitted by victim service providers.

Attachment Required: Public posting of documentation that supports the process the CoC used to rank and select project application.

|Used Objective Criteria for Review, Rating, Ranking and Section| Yes|
|Included at least one factor related to achieving positive housing outcomes| Yes|
|Included a specific method for evaluating projects submitted by victim service providers| Yes|

1E-2. Severity of Needs and Vulnerabilities
CoCs must provide the extent the CoC considered the severity of needs and vulnerabilities experienced by program participants in their project ranking and selection process. Describe: (1) the specific vulnerabilities the CoC considered; and (2) how the CoC takes these vulnerabilities into account during the ranking and selection process. (See the CoC Application Detailed Instructions for examples of severity of needs and vulnerabilities.)

Projects are scored on a 100-point scale, up to 10 points awarded for projects serving those with more severe need and vulnerabilities. The CoC prioritizes chronically homeless, households fleeing domestic violence, transition aged youth, veterans, and people on the street in its rating and ranking process. PSH projects serving 100% chronically homeless households earn the full 10 points, while new PSH/DedicatedPLUS projects earn 9 points, and rapid rehousing for families and TAY earn 8 points. Projects can also earn 8 points if 75% of those served came directly from the streets. Projects serving 80% veterans, TAY or those fleeing DV can earn up to 6 points of the 10. All claims are backed up by APR data. 10 additional points are awarded to projects that demonstrate housing first principles, including points for not rejecting applicants with criminal histories, providing low barriers to entry and voluntary services, and stabilization in permanent housing.

Applicant: Oakland/Alameda County CoC
Project: CA-502 CoC Registration FY2017

FY2017 CoC Application
Page 12
09/25/2017
1E-3. Using the following checklist, select: (1) how the CoC made publicly available to potential project applicants an objective ranking and selection process that was used for all project (new and renewal) at least 2 days before the application submission deadline; and (2) all parts of the CoC Consolidated Application, the CoC Application attachments, Priority Listing that includes the reallocation forms and Project Listings that show all project applications submitted to the CoC were either accepted and ranked, or rejected and were made publicly available to project applicants, community members and key stakeholders.

Attachment Required: Documentation demonstrating the objective ranking and selections process and the final version of the completed CoC Consolidated Application, including the CoC Application with attachments, Priority Listing with reallocation forms and all project applications that were accepted and ranked, or rejected (new and renewal) was made publicly available. Attachments must clearly show the date the documents were publicly posted.

<table>
<thead>
<tr>
<th>Public Posting</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CoC or other Website</td>
<td>X</td>
</tr>
<tr>
<td>Email</td>
<td>X</td>
</tr>
<tr>
<td>Mail</td>
<td></td>
</tr>
<tr>
<td>Advertising in Local Newspaper(s)</td>
<td></td>
</tr>
<tr>
<td>Advertising on Radio or Television</td>
<td></td>
</tr>
<tr>
<td>Social Media (Twitter, Facebook, etc.)</td>
<td>X</td>
</tr>
</tbody>
</table>

1E-4. Reallocation: Applicants must demonstrate the ability to reallocate lower performing projects to create new, higher performing projects. CoC’s may choose from one of the following two options below to answer this question. You do not need to provide an answer for both.

Option 1: The CoC actively encourages new and existing providers to apply for new projects through reallocation.
Attachment Required - Option 1: Documentation that shows the CoC actively encouraged new and existing providers to apply for new projects through reallocation.

Option 2: The CoC has cumulatively reallocated at least 20 percent of the CoC’s ARD between FY 2013 and FY 2017 CoC Program Competitions.
No Attachment Required - HUD will calculate the cumulative amount based on the CoCs reallocation forms submitted with each fiscal years Priority Listing.

Reallocation: Option 1
Attachment Required - provide documentation that shows the CoC actively encouraged new and existing providers to apply for new projects through reallocation.

1E-5. If the CoC rejected or reduced project application(s), enter the date the CoC and Collaborative Applicant notified project applicants their project application(s) were being rejected or reduced in writing outside of e-snaps.

Attachment Required: Copies of the written notification to project applicant(s) that their project application(s) were rejected. Where a project application is being rejected or reduced, the CoC must indicate the reason(s) for the rejection or reduction.

1E-5a. Provide the date the CoC notified applicant(s) their application(s) were accepted and ranked on the Priority Listing, in writing, outside of e-snaps.

Attachment Required: Copies of the written notification to project applicant(s) their project application(s) were accepted and ranked on the Priority listing.
Reallocation Supporting Documentation

Attachment Required - provide documentation that shows the CoC actively encouraged new and existing providers to apply for new projects through reallocation.

<table>
<thead>
<tr>
<th>Document Type</th>
<th>Required?</th>
<th>Document Description</th>
<th>Date Attached</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reallocation Supporting Documentation</td>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Attachment Details

Document Description:
2A. Homeless Management Information System (HMIS) Implementation

Instructions:
For guidance on completing this application, please reference the FY 2017 CoC Application Detailed Instructions and the FY 2017 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

2A-1. Does the CoC have in place a Governance Charter or other written documentation (e.g., MOU/MOA) that outlines the roles and responsibilities of the CoC and HMIS Lead?

Attachment Required: If “Yes” is selected, a copy of the sections of the Governance Charter, or MOU/MOA addressing the roles and responsibilities of the CoC and HMIS Lead.

Yes

2A-1a. Provide the page number(s) where the roles and responsibilities of the CoC and HMIS Lead can be found in the attached document(s) referenced in 2A-1. In addition, indicate if the page number applies to the Governance Charter or MOU/MOA.

CoC GC: pages 24, 25, 26, 27


Yes

2A-3. What is the name of the HMIS software vendor?

Mediware Information Systems (formerly, Bowman Systems)

2A-4. Using the drop-down boxes, select the HMIS implementation Coverage area.

Single CoC

2A-5. Per the 2017 HIC use the following chart to indicate the number of beds in the 2017 HIC and in HMIS for each project type within the CoC. If a particular project type does not exist in the CoC then enter ”0” for all cells
### in that project type.

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Total Beds in 2017 HIC</th>
<th>Total Beds in HIC Dedicated for DV</th>
<th>Total Beds in HMIS</th>
<th>HMIS Bed Coverage Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter (ESG) beds</td>
<td>872</td>
<td>180</td>
<td>501</td>
<td>72.40%</td>
</tr>
<tr>
<td>Safe Haven (SH) beds</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Transitional Housing (TH) beds</td>
<td>764</td>
<td>12</td>
<td>702</td>
<td>93.35%</td>
</tr>
<tr>
<td>Rapid Re-Housing (RRH) beds</td>
<td>443</td>
<td>0</td>
<td>345</td>
<td>77.88%</td>
</tr>
<tr>
<td>Permanent Supportive Housing (PSH) beds</td>
<td>2,871</td>
<td>32</td>
<td>2,220</td>
<td>78.20%</td>
</tr>
<tr>
<td>Other Permanent Housing (OPH) beds</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

2A-5a. To receive partial credit, if the bed coverage rate is below 85 percent for any of the project types, the CoC must provide clear steps on how it intends to increase this percentage for each project type over the next 12 months. (limit 1000 characters)

ES: SC Shelter (39 beds) has agreed to HMIS entry (within 1 month). CoC will attempt to coordinate with the 76 bed ES to on-board in HMIS (next 3 months). Funder (FEMA) will be asked to support HMIS entry. These 2 projects would add 115 beds (increase to 89% coverage). Remaining 4 faith-based projects have limited capacity, and utilize different data systems; CoC will continue attempts for inclusion. RRH: Includes a subset of a project of 6 partners (Linkages); 3 of the partners support the DV population. In the next HIC, Linkages project will be split to reflect the subset of DV beds. 2017 data reflects 81 beds were dedicated to DV and brings the RRH HMIS bed coverage to 96%. Remaining 17 beds are an SSVF project which has reinitiated HMIS entry. PSH: 437 of 619 are VASH vouchers. CoC will outreach to Housing Authorities to encourage HMIS entry (next 3 months) to increase HMIS coverage to 93%. Further efforts will be made for remaining PSH, which include MHSA and HOPWA beds and units.

2A-6. Annual Housing Assessment Report (AHAR) Submission: How many Annual Housing Assessment Report (AHAR) tables were accepted and used in the 2016 AHAR? 12

2A-7. Enter the date the CoC submitted the 2017 Housing Inventory Count (HIC) data into the Homelessness Data Exchange (HDX). (mm/dd/yyyy) 04/27/2017
2B. Continuum of Care (CoC) Point-in-Time Count

Instructions:
For guidance on completing this application, please reference the FY 2017 CoC Application Detailed Instructions and the FY 2017 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

2B-1. Indicate the date of the CoC's 2017 PIT count (mm/dd/yyyy). If the PIT count was conducted outside the last 10 days of January 2017, HUD will verify the CoC received a HUD-approved exception. 01/30/2017

2B-2. Enter the date the CoC submitted the PIT count data in HDX. (mm/dd/yyyy) 05/04/2017
2C. Continuum of Care (CoC) Point-in-Time (PIT) Count: Methodologies

Instructions:
For guidance on completing this application, please reference the FY 2017 CoC Application Detailed Instructions and the FY 2017 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

2C-1. Describe any change in the CoC’s sheltered PIT count implementation, including methodology and data quality changes from 2016 to 2017. Specifically, how those changes impacted the CoCs sheltered PIT count results. (limit 1000 characters)
N/A

2C-2. Did your CoC change its provider coverage in the 2017 sheltered count? No

2C-2a. If “Yes” was selected in 2C-2, enter the change in provider coverage in the 2017 sheltered PIT count, including the number of beds added or removed due to the change.

| Beds Added: | 0 |
| Beds Removed: | 0 |
| Total: | 0 |

2C-3. Did your CoC add or remove emergency shelter, transitional housing, or Safe-Haven inventory because of funding specific to a Presidentially declared disaster resulting in a change to the CoC’s 2017 sheltered PIT count? No

2C-3a. If "Yes" was selected in 2C-3, enter the number of beds that were added or removed in 2017 because of a Presidentially declared disaster.

| Beds Added: | 0 |
| Beds Removed: | 0 |
| Total: | 0 |

2C-4. Did the CoC change its unsheltered PIT count implementation, including methodology and data quality changes from... Yes
2016 to 2017?
CoCs that did not conduct an unsheltered count in 2016 or did not report unsheltered PIT count data to HUD in 2016 should compare their efforts in 2017 to their efforts in 2015.

2C-4a. Describe any change in the CoC’s unsheltered PIT count implementation, including methodology and data quality changes from 2016 to 2017. Specify how those changes impacted the CoC’s unsheltered PIT count results. See Detailed Instructions for more information. (limit 1000 characters)

In 2017 the CoC switched its unsheltered PIT count methodology to a “Night of the Count” complete census with 100% coverage of all census tracts. 345 volunteers and 99 “guides” participated in this methodology. It was chosen to better understand unsheltered homelessness by city and census tract and to improve outreach efforts. It reflected a 38% increase in unsheltered persons. To assure high data quality, volunteer teams were matched with currently and recently homeless “guides” to help navigate through the tract and identify known or obscure places where people were living; guides and volunteers were trained in person, on line, and/or the day of the count; and the CoC did advance work with outreach teams, police, public works departments, and other knowledgeable organizations to identify encampments that were particularly dense, hard to locate, or skeptical of outsiders. Subpopulation data was derived by using guides to administer surveys to a sample of unsheltered persons.

2C-5. Did the CoC implement specific measures to identify youth in their PIT count? Yes

2C-5a. If "Yes" was selected in 2C-5, describe the specific measures the CoC; (1) took to identify homeless youth in the PIT count; (2) during the planning process, how stakeholders that serve homeless youth were engaged; (3) how homeless youth were engaged/involved; and (4) how the CoC worked with stakeholders to select locations where homeless youth are most likely to be identified. (limit 1000 characters)

The CoC expanded the 2017 PIT Count to define the extent of homelessness among unaccompanied children under age 18 and young adults age 18 to 24; learn more about their primary causes of homelessness, service usage, and programming needs; and work with youth service providers to create a sustainable structure for the counting and surveying of homeless youth. In addition to identifying youth in the canvas effort, a supplemental youth count at known locations took place in evening hours when youth were more likely visible as unsheltered. Focus groups and planning meetings with youth and service providers identified hours for the youth count, known locations to be canvasses, and special training considerations. Youth “guides” were also recruited, trained, and hired to partner with volunteer teams. Every team of volunteers had 2 or 3 youth guides to conduct the actual count. Homeless youth were also trained and paid to conduct surveys with a sample youth
2C-6. Describe any actions the CoC implemented in its 2017 PIT count to better count individuals and families experiencing chronic homelessness, families with children, and Veterans experiencing homelessness. (limit 1000 characters)

CoC better counted the population by shifting to a complete canvas with targeted strategies for subpopulations and diligent work with HMIS data for validation with providers and data quality checks. For the unsheltered, focus groups, work with law enforcement and outreach teams, and information from CE staff helped identify hot spot locations known to include one or more chronically homeless individuals and families, veterans, and families with children. Carefully selected volunteers based on their knowledge of both population and census tract canvassed hot spots for these groups. Special volunteers included currently or recently homeless vets, family heads of household, CH individuals, outreach staff with lived experience, peer para-professionals, and clinical staff gifted for engaging people with multiple disabilities. HMIS’ backbone for the sheltered count included exceptional collaboration with providers on timely, complete data entry and thorough data validation and cleaning.
3A. Continuum of Care (CoC) System Performance

Instructions
For guidance on completing this application, please reference the FY 2017 CoC Application Detailed Instructions and the FY 2017 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

3A-1. Performance Measure: Reduction in the Number of First-Time Homeless. Describe: (1) the numerical change the CoC experienced; (2) the process the CoC used to identify risk factors of becoming homeless for the first time; (3) the strategies in place to address individuals and families at risk of becoming homeless; and (4) the organization or position that is responsible for overseeing the CoC's strategy to reduce or end the number of individuals and families experiencing homelessness for the first time. (limit 1000 characters)

The CoC had 247 (Metric 5.1) and 466 (Metric 5.2) fewer first-time homeless. The CoC has analyzed data from County systems to identify service users at risk of becoming homeless for the first time. Those include; low income renters with long stays in psychiatric or skilled nursing facilities; families in sub-standard housing and a child welfare report; youth aging out of foster care; the reentry population; and low-income renters in transitioning neighborhoods. As a result, jurisdictional partners have invested more local funds in eviction prevention; health care funds for individuals to move from expensive skilled care to board and cares; extended foster care with housing subsidies until age 21; and housing subsidies for the reentry population. Prevention starts with Coordinated Entry. For those not yet literally homeless, Assessors explore every personal and mainstream resource available to help them avoid becoming homelessness. EveryOne Home’s Systems Analyst oversees this strategy.

3A-2. Performance Measure: Length-of-Time Homeless. CoC’s must demonstrate how they reduce the length-of-time for individuals and families remaining homeless. Describe (1) the numerical change the CoC experienced; (2) the actions the CoC has implemented to reduce the length-of-time individuals and families remain homeless; (3) how the CoC identifies and houses individuals and families with the longest length-of-time homeless; and (4) identify the organization or position that is responsible for overseeing the CoC’s strategy to reduce the length-of-time individuals and families remain homeless. (limit 1000 characters)

There has been an increase of 16 nights on the average length of time persons remain homeless and an increase of 18 nights when compared with the median. The CoC provides regularly technical assistance and training to interim housing operators, building a housing first culture of moving households quickly into permanent housing. We aim to reduce our average length of time homeless by
prioritizing our resources to those households that historically have been the most difficult to house. The Coordinated Entry prioritization tool identifies households with the longest duration of homelessness and higher vulnerability scores, which will in turn increase the resources accessible to those households. In addition, the CoC has been consistently increasing RRH units to assist individuals and families to obtain stable housing faster. EveryOne Home’s System Analyst oversees this metric and will use data to guide strategic conversations to reduce length of time through the RBA Committee.

3A-3. Performance Measures: Successful Permanent Housing Placement and Retention

Describe: (1) the numerical change the CoC experienced; (2) the CoC’s strategy to increase the rate of which individuals and families move to permanent housing destination or retain permanent housing; and (3) the organization or position responsible for overseeing the CoC’s strategy for retention of, or placement in permanent housing.

(limit 1000 characters)

The CoC has increased successful placements from street outreach by 3%, including exits to temporary and permanent housing. While the CoC experienced a 6% decrease in successful placements into permanent housing (from 52% to 46%), retention remains high and experienced a 1% increase, now 96%. The CoC continues to expand RRH and housing navigation resources, connected to the Coordinated Entry Housing Resource Centers (HRCs). Four additional regional HRCs open this fall for a total of six across the entire CoC. HRCs match homeless persons to both emergency and permanent housing, and will ensure the CoC will increase exits to permanent housing. Households that struggle to retain housing will also access tenancy sustaining services through the HRCs. EveryOne Home’s System Analyst will be measuring placement and retention on a quarterly basis, and that data will inform strategic conversations to maintain retention and increase placements into permanent housing.


Describe: (1) the numerical change the CoC experienced, (2) what strategies the CoC implemented to identify individuals and families who return to homelessness, (3) the strategies the CoC will use to reduce additional returns to homelessness, and (4) the organization or position responsible for overseeing the CoC’s efforts to reduce the rate of individuals and families’ returns to homelessness.

(limit 1000 characters)

The CoC experienced a 1% decrease in returns to homelessness from 19 to 18%. The CoC has tracked returns to homelessness system-wide and by program type since 2010 using HMIS. FY 2015 was the highest rate of return in any year. The CoC encouraged programs to target prevention dollars to those who had been previously homeless to prevent returns. RRH programs use the CTI model to ensure that households are connected to neighborhood and mainstream supports, before exiting CoC-funded services. The proportion of rent RRH participants pay increases gradually, versus suddenly at program end; giving formerly homeless persons calling CE housing problem-solving counseling to prevent housing loss, whenever possible. CoC partners have
increased investment in these strategies to assist hundreds of additional households over the next twelve months. Everyone Home’s System Analyst will be overseeing the strategy to reduce returns to homelessness.

3A-5. Performance Measures: Job and Income Growth
Describe: (1) the strategies that have been implemented to increase access to employment and mainstream benefits; (2) how the CoC program-funded projects have been assisted to implement the strategies; (3) how the CoC is working with mainstream employment organizations to help individuals and families increase their cash income; and (4) the organization or position that is responsible for overseeing the CoC’s strategy to increase job and income growth from employment, non-employment including mainstream benefits.
(limit 1000 characters)

19% of adults increased their total income in FY16 up 1% from the prior year. The CoC directs programs to assess income and non-cash benefits of all participants at intake to ensure they are informed of and supported to access all resources for which they are eligible. Participants are connected to non-CoC funded, homeless-specific and general employment services. Mainstream partners fund legal assistance that sends staff to housing programs to assist with benefits applications and hearings. Health Care for the Homeless funds a contract with LifeLong Medical Care for integrated primary and behavioral health care for people with serious health issues on GA while applying for SSI. 2015 data on families in shelter showed only 50% received TANF and SNAP at entry, which increased to 80% with assistance from program staff. The County Social Services Agency is overseeing the strategy to increase client incomes.

3A-6. Did the CoC completely exclude a geographic area from the most recent PIT count (i.e. no one counted there, and for communities using samples in the area that was excluded from both the sample and extrapolation) where the CoC determined there were no unsheltered homeless people, including areas that are uninhabitable (deserts, forests).

No

3A-6a. If the response to 3A-6 was “Yes”, what was the criteria and decision-making process the CoC used to identify and exclude specific geographic areas from the CoCs unsheltered PIT count?
(limit 1000 characters)
N/A

3A-7. Enter the date the CoC submitted the System Performance Measures data in HDX, which included the data quality section for FY 2016. (mm/dd/yyyy)

06/01/2017
3B. Continuum of Care (CoC) Performance and Strategic Planning Objectives

Instructions
For guidance on completing this application, please reference the FY 2017 CoC Application Detailed Instructions and the FY 2017 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

3B-1. Compare the total number of PSH beds, CoC program and non CoC-program funded, that were identified as dedicated for yes by chronically homeless persons in the 2017 HIC, as compared to those identified in the 2016 HIC.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of CoC Program and non-CoC Program funded PSH beds dedicated for use by chronically homelessness persons identified on the HIC.</td>
<td>676</td>
<td>715</td>
<td>39</td>
</tr>
</tbody>
</table>

3B-1.1. In the box below: (1) “total number of Dedicated PLUS Beds” provide the total number of beds in the Project Allocation(s) that are designated as Dedicated PLUS beds; and (2) in the box below “total number of beds dedicated to the chronically homeless” provide the total number of beds in the Project Application(s) that are designated for the chronically homeless. This does not include those that were identified in (1) above as Dedicated PLUS Beds.

| Total number of beds dedicated as Dedicated Plus | 938  |
| Total number of beds dedicated to individuals and families experiencing chronic homelessness | 324  |
| Total | 1,262 |

3B-1.2. Did the CoC adopt the Orders of Priority into their standards for all CoC Program funded PSH projects as described in Notice CPD-16-11: Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing.

Yes

3B-2.1. Using the following chart, check each box to indicate the factor(s) the CoC currently uses to prioritize households with children based on need during the FY 2017 Fiscal Year.

| History of or Vulnerability to Victimization | X |
| Number of previous homeless episodes | X |
3B-2.2. Describe: (1) the CoCs current strategy and timeframe for rapidly rehousing every household of families with children within 30 days of becoming homeless; and (2) the organization or position responsible for overseeing the CoC’s strategy to rapidly rehouse families with children within 30 days of becoming homeless. (limit 1000 characters)

CoC partners work to rehouse all homeless households within 30 days. Last year families spent an average time homeless of 162 days and median of 92 days. A new assessment tool prioritizes families with children under 5, larger households, and parenting TAY to ensure those with higher barriers are connected to permanent housing fastest. The CoC believes this will reduce both the average and median time homeless. Shelter beds are also booked through the CE. All CoC funded family programs are low barrier, with no income, sobriety, or treatment requirements for entry. Housing navigators work with families immediately on income and benefits and getting “document ready” for housing. RRH options connect to every family shelter in the CoC include ESG, CoC, TANF, SSVF, and general funds, making it possible to match the best subsidy for the family through one intake process. The City of Oakland Human Services Department and Alameda County HCD are the lead agencies on rehousing homeless families.

3B-2.3. Compare the number of RRH units available to serve families from the 2016 and 2017 HIC.

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of CoC Program and non-CoC Program funded PSH units dedicated for use by chronically homelessness persons identified on the HIC.</td>
<td>78</td>
<td>89</td>
<td>11</td>
</tr>
</tbody>
</table>

3B-2.4. Describe the actions the CoC is taking to ensure emergency shelters, transitional housing, and permanent supportive housing (PSH and RRH) providers within the CoC adhere to anti-discrimination policies by not denying admission to, or separating any family members from other members of their family or caregivers based on age, sex, gender, LGBT status, marital status or disability when entering a shelter or Housing. (limit 1000 characters)

CoC policies prohibit involuntary separation of family members. All housing types must have non-discrimination policies and reasonable accommodations in programs, activities and services to ensure equal access to disabled and transgender individuals. The CoC defines a family as a household that includes
one or more minor children in the legal custody of one or more adults who live together and work cooperatively to care for the children. It includes 2 and 1-parent families, including same sex partners, families with intergenerational and/or extended family members, unmarried couples with children, and families with adults who are not the biological parents of the children and other family configurations. The recently adopted LGBT Housing Access Anti-Discrimination Policy prohibits discrimination in rental assistance, street outreach, transitional, and permanent housing programs based upon actual or perceived sexual orientation, actual or perceived gender identity, or marital status.

3B-2.5. From the list below, select each of the following the CoC has strategies to address the unique needs of unaccompanied homeless youth.

| Human trafficking and other forms of exploitation? | Yes |
| LGBT youth homelessness? | Yes |
| Exits from foster care into homelessness? | Yes |
| Family reunification and community engagement? | Yes |
| Positive Youth Development, Trauma Informed Care, and the use of Risk and Protective Factors in assessing youth housing and service needs? | Yes |

3B-2.6. From the list below, select each of the following the CoC has a strategy for prioritization of unaccompanied youth based on need.

| History or Vulnerability to Victimization (e.g., domestic violence, sexual assault, childhood abuse) | X |
| Number of Previous Homeless Episodes | X |
| Unsheltered Homelessness | X |
| Criminal History | X |
| Bad Credit or Rental History | X |

3B-2.7. Describe: (1) the strategies used by the CoC, including securing additional funding to increase the availability of housing and services for youth experiencing homelessness, especially those experiencing unsheltered homelessness; (2) provide evidence the strategies that have been implemented are effective at ending youth homelessness; (3) the measure(s) the CoC is using to calculate the effectiveness of the strategies; and (4) why the CoC believes the measure(s) used is an appropriate way to determine the effectiveness of the CoC’s efforts. (limit 1500 characters)

CoC partners have worked to increase housing and services for youth. In 2012 California’s implementation extending foster care to age 21 included scattered site housing known at THP+, which allowed foster youth to live independently with rent subsidies and ongoing support services if desired. Over 90% of foster youth have elected to extend foster care and over half of those chose the
subsidy program which can extend to age 24. In 2015 the CoC included a youth RRH program in its package to serve 45 homeless youth not in foster care. That same year the CoC was selected for a Youth Transitions Partnership grant from HHS to provide additional services to homeless and foster youth. In 2016 a third of emergency shelters with 30 beds converted from seasonal to year-round. The CoC uses the HUD system performance measures to assess the success of programs in ending youth homelessness. In addition, Social Services data helps monitor that foster youth don’t exit to homelessness.

3B-2.8. Describe: (1) How the CoC collaborates with youth education providers, including McKinney-Vento local educational authorities and school districts; (2) the formal partnerships the CoC has with these entities; and (3) the policies and procedures, if any, that have been adopted to inform individuals and families who become homeless of their eligibility for educational services. (limit 1000 characters)

County Office of Education works with CoC as do school districts. It is CoC policy that school-aged children are enrolled within 5 days of program entry. Districts have procedures in place to facilitate rapid enrollment and stays to the end of a semester when a family relocates. Staff assesses educational needs at in-take and informs families of educational services for which they are eligible, and provides advocacy with school districts to ensure desired services are accessed. Family serving agencies attend quarterly provider meetings for several districts to ensure children received necessary services. When necessary, referrals are made to Regional Centers. Verification letters for school's free lunch programs, school site resources (i.e. tutoring and counseling services) and any other services needed to protect educational rights of the child are provided as needed. Agencies also meet with school staff and teachers to develop and evaluate student's IEP.

3B-2.9. Does the CoC have any written formal agreements, MOU/MOAs or partnerships with one or more providers of early childhood services and supports? Select “Yes” or “No”.

<table>
<thead>
<tr>
<th>Early Childhood Providers</th>
<th>MOU/ MOA</th>
<th>Other Formal Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Start</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Early Head Start</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Child Care and Development Fund</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Federal Home Visiting Program</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Healthy Start</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Public Pre-K</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Birth to 3</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Tribal Home Visiting Program</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Other: (limit 50 characters)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maternal and Child Health</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>
3B-3.1. Provide the actions the CoC has taken to identify, assess, and refer homeless Veterans who are eligible for Veterans Affairs services and housing to appropriate resources such as HUD-VASH and Supportive Services for Veterans Families (SSVF) program and Grant and Per Diem (GPD).

CoC coordinates Operation Vets Home (OVH), which includes all SSVF grantees, Grant per Diem providers, the VA HUD VASH, and others. The four SSVF grantees have outreach capacity to cover the full CoC geography. Relationships with community resources, including cities, ensure that Vet focused outreach workers are available at multi-service centers, meals and drop-in sites where vets may seek service. A published phone line for law enforcement who encounter homeless Vets, with case worker follow-up within 24hrs. Provider agencies can also complete a one-page referral form with ROI and e-fax it to the CoC who maintains a by-name Master List of all homeless Vets and will connect the Vet to a SSVF provider and/or the VA who determines eligibility and best service match. In April 2017, the CoC Board voted to prioritize all PSH for chronically homeless vets not eligible for VA medical benefits to finish the job ending veteran homelessness.

3B-3.2. Does the CoC use an active list or by name list to identify all Veterans experiencing homelessness in the CoC? Yes

3B-3.3. Is the CoC actively working with the VA and VA-funded programs to achieve the benchmarks and criteria for ending Veteran homelessness? Yes

3B-3.4. Does the CoC have sufficient resources to ensure each Veteran is assisted to quickly move into permanent housing using a Housing First approach? No
4A. Continuum of Care (CoC) Accessing Mainstream Benefits and Additional Policies

Instructions:
For guidance on completing this application, please reference the FY 2017 CoC Application Detailed Instructions and the FY 2017 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

4A-1. Select from the drop-down (1) each type of healthcare organization the CoC assists program participants with enrolling in health insurance, and (2) if the CoC provides assistance with the effective utilization of Medicaid and other benefits.

<table>
<thead>
<tr>
<th>Type of Health Care</th>
<th>Yes/No</th>
<th>Assist with Utilization of Benefits?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Health Care Benefits</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>(State or Federal benefits, e.g. Medicaid, Indian Health Services)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Insurers:</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Non-Profit, Philanthropic:</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Other: (limit 50 characters)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4A-1a. Mainstream Benefits

CoC program funded projects must be able to demonstrate they supplement CoC Program funds from other public and private resources, including: (1) how the CoC works with mainstream programs that assist homeless program participants in applying for and receiving mainstream benefits; (2) how the CoC systematically keeps program staff up-to-date regarding mainstream resources available for homeless program participants (e.g. Food Stamps, SSI, TANF, substance abuse programs); and (3) identify the organization or position that is responsible for overseeing the CoCs strategy for mainstream benefits. (limit 1000 characters)

In 2016 the CoC partnered with Alameda County Health Care Services Agency (HCSA) to launch a Medicaid Waiver program focused on housing stability for the highest cost, sickest patients in their system, many of whom are homeless. Services funded include CE, Housing Navigation, Housing Case Management, Landlord Liaisons, a Landlord Risk Mitigation fund, and legal assistance. The program enables all homeless persons to enroll in Medicaid and secure primary care. The TRUST Clinic, another HCSA partnership, provides health care for homeless people and improves Social Security benefits access using approaches promoted by SOAR. The Health Care for the Homeless program also funds two Street Medicine programs that provide medical outreach to homeless people living in public places. Social Services has added benefit enrollment specialists to these outreach teams. The CoC and HCSA distribute
updates from mainstream partners via email, meetings and trainings. HCSA is the lead on these efforts.

4A-2. Low Barrier: Based on the CoCs FY 2017 new and renewal project applications, what percentage of Permanent Housing (PSH) and Rapid Rehousing (RRH), Transitional Housing (TH), Safe-Haven, and SSO (Supportive Services Only-non-coordinated entry) projects in the CoC are low-barrier?

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of PH (PSH and RRH), TH, Safe-Haven and non-Coordinated Entry SSO project applications in the FY 2017 competition (new and renewal)</td>
<td>48.00</td>
</tr>
<tr>
<td>Total number of PH (PSH and RRH), TH, Safe-Haven and non-Coordinated Entry SSO renewal and new project applications that selected “low barrier” in the FY 2017 competition.</td>
<td>48.00</td>
</tr>
<tr>
<td>Percentage of PH (PSH and RRH), TH, Safe-Haven and non-Coordinated Entry SSO renewal and new project applications in the FY 2017 competition that will be designated as “low barrier”</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

4A-3. Housing First: What percentage of CoC Program Funded PSH, RRH, SSO (non-coordinated entry), safe-haven and Transitional Housing; FY 2017 projects have adopted the Housing First approach, meaning that the project quickly houses clients without preconditions or service participation requirements?

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of PSH, RRH, non-Coordinated Entry SSO, Safe Haven and TH project applications in the FY 2017 competition (new and renewal).</td>
<td>48.00</td>
</tr>
<tr>
<td>Total number of PSH, RRH, non-Coordinated Entry SSO, Safe Haven and TH renewal and new project applications that selected Housing First in the FY 2017 competition.</td>
<td>48.00</td>
</tr>
<tr>
<td>Percentage of PSH, RRH, non-Coordinated Entry SSO, Safe Haven and TH renewal and new project applications in the FY 2017 competition that will be designated as Housing First.</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

4A-4. Street Outreach: Describe (1) the CoC’s outreach and if it covers 100 percent of the CoC’s geographic area; (2) how often street outreach is conducted; and (3) how the CoC has tailored its street outreach to those that are least likely to request assistance. (limit 1000 characters)

Street-level outreach is a critical tool for engaging vulnerable homeless people and is focused on unsheltered individuals. Workers seek to meet the immediate needs of individuals encountered and offer connections to available services. Teams are trained to “bring the front door” to those who need additional support in receiving care, and perform all key CE functions (Screening, Housing Problem Solving, Assessment, and Prioritization) in the field, rather than requiring clients to travel to a service site. Clients are supported with whatever it takes to access housing assistance, including regular follow-up, connections to emergency shelter, and making a warm hand-off to staff associated with housing opportunities. Outreach covers 100% of the CoC geographic area, and operates on varying schedules, including mornings, weekends, and evenings. Call center operators and outreach workers speak multiple languages, have translation services, and TTY machines available to assist with access.

4A-5. Affirmative Outreach
Specific strategies the CoC has implemented that furthers fair housing as detailed in 24 CFR 578.93(c) used to market housing and supportive
services to eligible persons regardless of race, color, national origin, religion, sex, gender identify, sexual orientation, age, familial status, or disability; who are least likely to apply in the absence of special outreach. Describe: (1) the specific strategies that have been implemented that affirmatively further fair housing as detailed in 24 CFR 578.93(c); and (2) what measures have been taken to provide effective communication to persons with disabilities and those with limited English proficiency. (limit 1000 characters)

The CoC utilizes direct outreach and marketing, use of phone or internet services such as 2-1-1 and listserv (2000+ names), and making physical and virtual locations accessible to those with disabilities. In addition, the CoC accommodates formerly homeless voting members of the CoC living with disabilities by printing and delivering CoC-related documentation to their homes and providing individualized support and training as needed. The CoC’s latest implementation of Fair Housing includes the 8/31/2017 adoption of the LGBT Housing Access Anti-Discrimination Policy in alignment with HUD’s 2012 Final Rule and 2016 Rule Equal Access in Accordance with Gender Identity.

4A-6. Compare the number of RRH beds available to serve populations from the 2016 and 2017 HIC.

<table>
<thead>
<tr>
<th>RRH beds available to serve all populations in the HIC</th>
<th>2016</th>
<th>2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>387</td>
<td>443</td>
<td>56</td>
</tr>
</tbody>
</table>

4A-7. Are new proposed project applications requesting $200,000 or more in funding for housing rehabilitation or new construction? No

4A-8. Is the CoC requesting to designate one or more SSO or TH projects to serve homeless households with children and youth defined as homeless under other Federal statues who are unstably housed (paragraph 3 of the definition of homeless found at 24 CFR 578.3)? No
4B. Attachments

Instructions:

Multiple files may be attached as a single .zip file. For instructions on how to use .zip files, a reference document is available on the e-snaps training site: https://www.hudexchange.info/resource/3118/creating-a-zip-file-and-capturing-a-screenshot-resource

<table>
<thead>
<tr>
<th>Document Type</th>
<th>Required?</th>
<th>Document Description</th>
<th>Date Attached</th>
</tr>
</thead>
<tbody>
<tr>
<td>01. 2016 CoC Consolidated Application: Evidence of the CoC's communication to rejected participants</td>
<td>Yes</td>
<td>Evidence of CoC c...</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>02. 2016 CoC Consolidated Application: Public Posting Evidence</td>
<td>Yes</td>
<td>CoC Consolidated ...</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>03. CoC Rating and Review Procedure (e.g. RFP)</td>
<td>Yes</td>
<td>CoC Rating and Re...</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>04. CoC's Rating and Review Procedure: Public Posting Evidence</td>
<td>Yes</td>
<td>CoC Rating and Re...</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>05. CoCs Process for Reallocation</td>
<td>Yes</td>
<td>CoC's Process for...</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>06. CoC's Governance Charter</td>
<td>Yes</td>
<td>CoC's Governance ...</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>07. HMIS Policy and Procedures Manual</td>
<td>Yes</td>
<td>HMIS Policies and...</td>
<td>09/18/2017</td>
</tr>
<tr>
<td>08. Applicable Sections of Con Plan to Serving Persons Defined as Homeless Under Other Fed Statutes</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>09. PHA Administration Plan (Applicable Section(s) Only)</td>
<td>Yes</td>
<td>PHA Admin Plans</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>10. CoC-HMIS MOU (if referenced in the CoC's Governance Charter)</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. CoC Written Standards for Order of Priority</td>
<td>No</td>
<td>CoC Written Stand...</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>12. Project List to Serve Persons Defined as Homeless under Other Federal Statutes (if applicable)</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. HDX-system Performance Measures</td>
<td>Yes</td>
<td>FY 2017 CoC Compe...</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>14. Other</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Other</td>
<td>No</td>
<td></td>
<td></td>
</tr>
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</table>
Attachment Details

Document Description: Evidence of CoC communication to rejected participants

Attachment Details

Document Description: CoC Consolidated Application: Public Posting Evidence

Attachment Details

Document Description: CoC Rating and Review Procedure

Attachment Details

Document Description: CoC Rating and Review Procedure: Public Posting Evidence

Attachment Details

Document Description: CoC's Process for Reallocating
Document Description: CoC's Governance Charter 2016

Attachment Details

Document Description: HMIS Policies and Procedures Manual

Attachment Details

Document Description: PHA Admin Plans

Attachment Details

Document Description: CoC Written Standards for Order of Priority

Attachment Details
Submission Summary

Ensure that the Project Priority List is complete prior to submitting.

<table>
<thead>
<tr>
<th>Page</th>
<th>Last Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A. Identification</td>
<td>08/28/2017</td>
</tr>
<tr>
<td>1B. Engagement</td>
<td>09/21/2017</td>
</tr>
<tr>
<td>1C. Coordination</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>1D. Discharge Planning</td>
<td>09/22/2017</td>
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<tr>
<td>1E. Project Review</td>
<td>09/25/2017</td>
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<tr>
<td>1F. Reallocation Supporting Documentation</td>
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<td>2A. HMIS Implementation</td>
<td>09/25/2017</td>
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<tr>
<td>2B. PIT Count</td>
<td>09/25/2017</td>
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<tr>
<td>2C. Sheltered Data - Methods</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>3A. System Performance</td>
<td>09/25/2017</td>
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<tr>
<td>3B. Performance and Strategic Planning</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>Section</td>
<td>Date</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>4A. Mainstream Benefits and Additional Policies</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>4B. Attachments</td>
<td>09/25/2017</td>
</tr>
<tr>
<td>Submission Summary</td>
<td>No Input Required</td>
</tr>
</tbody>
</table>
Download the results below!

Thank you to all who participated in the 2017 NOFA Local Application, your efforts are a vital piece of Alameda County’s efforts to end homelessness. Each year EveryOne Home is responsible for rating and ranking projects currently receiving Continuum of Care federal dollars. This year, we also invited applications for new/bonus projects including proposals for new joint TH and PH-RRH components and expansion projects.

After a thorough review by our NOFA Committee, we are releasing the final results of the local competition. Applicants will receive additional scoring details. If you are a sub-recipient, please contact your lead for these details. If you have any other questions please feel free to contact us at: info@everyonehome.org.

Download the results
Dear Applicant,

Thank you for submitting your application to the 2017 NOFA round! After a thorough review by our NOFA Committee, we are releasing the final results of the local competition. You may find the list attached, along with additional scoring details for your project(s). If you are a lead-grantee, please forward this information to your sub-grantees. If you have any other questions please feel free to contact us at: info@everyonehome.org.

Best,

EveryOne Home

4 attachments

- 2017 HUD CoC NOFA Appeals Process.pdf
  371K
- Com. Announcement Memo CoC NOFA '17.pdf
  379K
- Rating and Ranking List 2017.pdf
  385K
- Alameda County HCD.pdf
  520K
2017 Final HUD CoC NOFA Rating and Ranking List

EveryOne Home <info@everyonehome.org>          Tue, Sep 19, 2017 at 4:57 PM
Reply-To: info@everyonehome.org
To: info@everyonehome.org

EveryOne Home

Update on HUD CoC NOFA Process

Hello everyone:

The Appeals Panel met on 9/18/2017, and after reviewing applicants' appeals, the Rating and Ranking List for submission to HUD stands as it was published on 9/13/2017. The final order remains the same. You can go to our page to see the results below:

HUD CoC NOFA Page

We cannot yet publish amounts for each project, as some projects are finalizing reductions in order to reallocate unspent funds. We are making every possible effort to ensure no projects straddle the line between Tiers, but we cannot confirm it until we receive each projects' final submission amounts.

We thank all Applicants for their participation and cooperation during the 2017 NOFA. If you have any questions, please feel free to contact us at: info@everyonehome.org.

Sincerely,
EveryOne Home Staff

Connect with Us

Twitter Donate

EveryOne Home
101 Callan Ave,
Suite 230
San Leandro, CA 94577
info@everyonehome.org

empowered by Salsa
Dear Applicant,

Thank you for submitting your application to the 2017 NOFA round! After a thorough review by our NOFA Committee, we are releasing the final results of the local competition. You may find the list attached, along with additional scoring details for your project(s). If you are a lead-grantee, please forward this information to your sub-grantees. If you have any other questions please feel free to contact us at: info@everyonehome.org.

Best,
EveryOne Home

4 attachments

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- Com. Announcement Memo CoC NOFA '17.pdf 379K
- Rating and Ranking List 2017.pdf 385K
- Yvette A. Flunder Foundation.pdf 344K
Fwd: Walker House - NOFA Competition results

Laura Guzman <lguzman@everyonehome.org>  Fri, Sep 15, 2017 at 9:20 AM
To: Ruby Butler <rbutler@everyonehome.org>, Elaine de Coligny <edecoligny@everyonehome.org>

---------- Forwarded message ----------
From: Laura Guzman <lguzman@everyonehome.org>
Date: Thu, Sep 14, 2017 at 11:08 AM
Subject: Walker House - NOFA Competition results
To: fhouston@pacbell.net
Cc: Elaine de Coligny <edecoligny@everyonehome.org>

Hi Franzetta:

I am following up regarding yesterday's email we forwarded to your attention with the release of the 2017 HUD NOFA Competition Rating and Ranking list and the corresponding resulting scores for Walker House.

As you probably saw in the email, Walker House received a total score of 42.3, much below the required 80 points to be assured inclusion in the application package. For that reason, Walker House has not been included in the 2017 Rating and Ranking list and will not be forwarded as a renewal project in this year's HUD NOFA competitive application.

I will be more than happy to discuss with you any questions that you may have about the scoring and rating and ranking process. In addition, EveryOne Home staff is committed to assist and support Walker House moving forward in discussions of alternative funding options - as we want to assure the continuous success of your program.

You can reach me via phone or email. I will be here today until 1:30 pm and available tomorrow most of the day.

Warmest regards,

--
Laura Guzman
Director, Continuum of Care, EveryOne Home
101 Callan Ave., Suite 230
San Leandro, CA 94577
Phone: (510) 473-8643 x 108
Email: lguzman@everyonehome.org

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3 attachments

- Yvette A. Flunder Foundation.pdf 344K
- Com. Announcement Memo CoC NOFA '17.pdf 379K
- Rating and Ranking List 2017.pdf 385K
MEMORANDUM

To: Alameda County Continuum of Care Project Applicants

From: HUD NOFA Committee / EveryOne Home

Date: September 13, 2017

Re: Project Ranking List for Submission to HUD

Thank you for your submission to the 2017 HUD Continuum of Care Notice of Funding Availability (NOFA) Local Process. The NOFA Committee has completed its review work. On the following page, you will find the Project Ranking List to be included in the application package, indicating project rank, project types, and where the HUD-established Tier 1 and Tier 2 Line falls. Column 1 shows the rank order of projects as it will be submitted to HUD. As a separate attachment, you will find your Project(s)’s total score and the sub-score for each section.

HUD requires that projects be ranked in two tiers, with funding guaranteed for those projects in Tier 1 that meet HUD’s threshold, and not for those projects in Tier 2. This year, HUD indicated a 94% Tier 1 of the CoCs FY 2017 Annual Renewal Demand (ARD = $33,272,919), equivalent to $31,276,544 for our CoC, plus $1,996,375 for one or more permanent housing bonus projects. In this funding round, as with 2016, Tier 2 projects will be scored against one another nationally.

In completing the final ranking process, the NOFA Committee exercised its discretion to adjust rankings consistent with the CoC Committee’s Strategic Direction shared at the Bidder’s Conference and in the local application’s instructions. Decisions were guided by the principles of “maximizing the resources available to the community,” “ensuring residential stability,” and “protecting the geographic and population diversity of the projects included.”

The Committee and staff believe our package is stronger because:

- 12 existing PSH renewal projects decided to self-declare as DedicatedPLUS, and we are looking forward to increasing prioritization in housing for these vulnerable populations that almost meet (or met) HUD’s chronically homeless criteria.
- Two existing TH projects have proposed to reallocate and apply under the new Joint TH and PH-RRH component, and will add rapid rehousing subsidies for families.
- Underspent funds have been reallocated to new projects
- Newly proposed projects include a joint TH and PH-RRH project targeting unsheltered single adults, and an existing PSH project expansion, with a second one possible.
- No projects are straddling Tier 1 and 2.

Unfortunately, two renewing PSH projects still scored in Tier 2. One renewing PSH project did not meet threshold and will not be included in the package.
This memo and attachments are being sent to the direct grantee only. We encourage you to forward the Project Priority List and any relevant to scoring information to your project partners. The Project Priority List and a copy of this announcement memo will be posted to the website this evening, and the full CoC Application will be posted to the website by the September 25th, 2017 deadline.

Projects that wish to appeal their ranking may do so in accordance with the attached Appeals Process. HUD has made clear that all projects included in a community’s Tier 1 that meet HUD threshold can expect to be refunded, there will be no adjustments to any scores for those projects currently ranked in Tier 1, with the exception of those projects with grounds to appeal who could move down into Tier 2 based on a successful appeal from a lower ranked project.

If you have questions or comments, please email info@everyonehome.org.

A debriefing session of the 2017 NOFA process will be held in the coming months, at which time the community will be invited to provide comments and feedback about the NOFA process and results. A notification will be sent out closer to that date, with all pertinent information.

Many thanks for all your work on these applications, but importantly to ensure that everyone in Alameda County has a safe, permanent, supportive home.
HUD COC NOFA

See the results of the 2017 final local competition below:

ALAMEDA COUNTY 2017 COC NOFA RATING AND RANKING LIST

Thank you to Applicants that submitted appeals to the Rating and Ranking list to be included in the 2017 CoC NOFA competition. A total of two appeals were received by the deadline and will be reviewed by the Appeals Panel. The Panel will review by 9/18/2017 and the results will be communicated to the respective projects.

A final Rating and Ranking list reflective of any changes generated by appealing projects will be issued by EveryOne Home staff, and published on the EveryOne Home website on 9/19/2017. The HUD NOFA Committee will approve and finalize the final Rating and Ranking list.

If you have any other questions please feel free to contact us at: info@everonehome.org.

EveryOne Home is responsible for facilitating Alameda County’s Continuum of Care (CoC) Program Funding Process Competition issued by the federal department of Housing and Urban Development (HUD). Each year we are responsible for rating and ranking projects currently receiving these federal funds.
EveryOne Home is responsible for facilitating Alameda County's Continuum of Care (CoC) Program Funding Process Competition issued by the federal department of Housing and Urban Development (HUD). Each year we are responsible for rating and ranking projects currently receiving these federal dollars. Moreover, we will often invite applications for new or bonus projects depending on the amount of funding available.

The 2017 HUD CoC NOFA was released on Friday, July 14, 2017, and the competition will close Thursday, September 28, 2017. Click here to review the Notice and find out more guidance from HUD.

**2017 APPLICATION AND SUPPLEMENTAL MATERIALS**

- 2017 Local Application
- 2017 HMIS Application
- Target Population Report Instructions
- EveryOne Home HUD Target Population Tool (Updated 8 16 17 Version)
- Home Stretch MOU
- 2017 HUD CoC NOFA Appeal Process
- 2017 Housing First Checklist
- Notification of PSH Opening
We will be emailing current and prospective grantees specific information about NOFA Timeline and next steps – as we move forward with this year’s NOFA Competition. Make sure you are on our email list by registering here.

2017 HUD CoC NOFA FAQs
- NOFA FAQs Part 1
- NOFA FAQs Part 2
- NOFA FAQs Part 3

Bidders’ Conference 8.11.17 Meeting Materials
- Presentation
- 2017 CoC NOFA Timeline Highlights

Community Input Session 8.7.17 Meeting Materials
- Agenda
- Notes
- NOFA 2017 Updates
- TH.PH.rrh Summary 8.3
- Strategic Direction Memo to NOFA Committee 8.3
- Input Session Presentation
2017 HUD CoC NOFA Competition
Bidders’ Conference

Alameda County HCD
224 West Winton Avenue, Hayward
Public Hearing Room
August 11th, 2017
1 – 3:00 pm
Agenda

1. Welcome
2. 2017 Guiding Principles
3. Local Process and Key Dates
4. Strategic Direction from HUD CoC Committee
5. 2017 NOFA: Key Changes
6. What we heard from Community
7. Overview of Local Application
8. Q & A Session
2017 Guiding Principles

- Maximize resources available to the community
- Package submitted will align with HUD priorities in order to meet local needs
- Prioritize ensuring existing residential capacity and housing stability is maintained system-wide
- Keep the renewal process as simple as possible
- Continue to emphasize project performance and the submission of projects that will meet HUD’s thresholds
- Support individual projects seeking to reallocate or reclassify where relevant
- Facilitate a clear, fair and transparent local process
Local Process and Key Dates

- **July 14**<sup>th</sup> - FY 2017 CoC Program Competition Opens: Notice of Funding Availability (NOFA) is released
- **August 1**<sup>st</sup> - HUD CoC and NOFA Committee held joint session. HUD CoC Committee proposes Strategic Direction to respond to 2017 NOFA
- **August 7**<sup>th</sup> - Community Input Session – NOFA 2017 updates and introduction of CoC Strategic Direction for stakeholders’ input
- **August 11**<sup>th</sup> - Bidders’ Conference: Committee finalized local process and application and releases it to applicants
Local Process and Key Dates

• Aug 11 – Aug 24 – Frequently Asks Questions (FAQ) period: **Staff** and NOFA Committee will address applicant questions. Answers to all questions will be published on the EveryOne Home website.

• August 30th by noon: **Local Applications due to info@everyonehome.org**

• September 13th: **E-Snaps Application due by Close of Business Day (CBD) and Rating and Ranking List release**

• Sept 13 – Sept 15: **Appeals period**

• September 19th: **Final Rating and Ranking List release**

• September 25th: **HomeStretch MOU signed Due - Complete Consolidated Application on EveryOne Home website Due**

• September 28th: **Submission due to HUD by 5:00 PST**
Strategic Direction from HUD CoC Committee

The HUD CoC Committee considered several factors and sources in the development of the 2017 Strategic Direction given to the HUD NOFA subcommittee, including:

• Reviewing the NOFA issued 7/14/2017: https://www.hudexchange.info/resources/documents/FY-2017-CoC-Program-Competition-NOFA.pdf
• Reviewing NOFA 2017 changes and opportunities, our 2016 score and HUD’s feedback
• Reviewing community input from 2016 NOFA and soliciting further input at an open meeting on 8/7/17
Strategic Direction

- Recommendation 1: **Reallocation of general purpose TH into new Joint TH and PH-RRH component:**
  - Pursue reallocation that strengthens our system and application package and is aligned with our guiding principles
  - Continue to utilize strategies already in use:
    - Maintaining a minimum scoring threshold to continue the reallocation of low performing projects regardless of project type-consistent with prior reallocation processes, and
    - Inviting voluntary reallocation
Strategic Direction

• Recommendation 2: **Strive to have 90% of PSH project beds either 100% dedicated to the chronically homeless or to the new HUD project PSH DedicatedPLUS**
  
  ▫ An existing PSH project that is not 100% dedicated to serving the chronically homeless may indicate in its FY 2017 renewal project application that it will be a "DedicatedPLUS" project
Strategic Direction

- Recommendation 3: **Solicit applications for bonus projects** - Open to expansion and new bonus projects

- Recommendation 4: **Limit revisions to the local applications to those that increase clarity, reduce work load and/or incorporate the above recommendations**

- Recommendation 5: **Utilize the same guiding principles as the 2016 NOFA round**
NOFA 2017: Key Changes

- **Reallocation and Performance** (Page 10)
  - HUD is increasing the share of the CoC score that is based on *performance criteria*

- **Permanent Housing Bonus** (Page 11)
  - Can request up to 6% of Annual Renewal Demand (ARD) = $1,996,375 for 1 or more permanent housing bonus projects.

- **No Points for Project Type in Tier 2** (Page 16)
  - Program activity type criteria has been eliminated
NOFA 2017 Key Changes – New Projects

- **Joint TH and PH-RRH Joint Component** (Page 20)
  - Can be created with reallocated or bonus funds
  - Both activities are required in same project
  - A good approach in communities with high unsheltered populations

- **DedicatedPLUS** (Page 18)
  - Expands who can be served by PSH
  - An existing PSH project not 100% dedicated to serving the chronically homeless can self-declare – includes projects with 100% of beds dedicated to CH individuals and families
NOFA 2017: Key Changes

• **Expanding existing projects** *(Page 12)*
  ▫ Reallocated or bonus funds can now be used to expand an existing project rather than a stand-alone project

• **Code of Conduct** *(Page 39)*
  ▫ Projects need to check their Code of Conduct on file in *e-snaps* profile

• **Submit without changes**
  ▫ Renewing projects identical to prior years can select a “submit without changes” option in *e-snaps*
What we heard from Community

• **Primary Activity Type**
  - Keep same points for existing PSH – impacted on outcomes and performance by taking higher need clients
  - Challenges are the same for PSH and TH programs, in working with higher need clients and when a project is small

• **Addressing HUD and Local Priorities**
  - We can differ from HUD; projects need an opportunity to explain current practices and prioritization of populations not reflected on HUD required period
  - HomeStretch should propose a formal agreement to include projects
What we heard from Community

• Addressing HUD and Local Priorities
  ▫ If given priority points for projects who house chronically homeless and other high-need populations, there is a need to better track outcomes

• Other Comments
  ▫ If data during required HUD period does not accurately reflect performance, projects should have an opportunity to address it and earn points
  ▫ Open narrative questions (such as HF) should be strategic and targeted
  ▫ Build a robust appeals process
Overview of Local Application
Local Application: The Basics

- Local Application due to EveryOne Home on Wednesday, August 30th, 2017 at noon. Send submissions in PDF form to info@everyonehome.org

- Local Rating and Ranking list will be announced on Wednesday, September 13

- Final Rating and Ranking list due to appeals (if needed) will be published on September 19 at EveryOne Home website

- Complete Collaborative Application posted on EveryOne Home website due September 25th, 2017
Local Application

- Single Project Application for renewing projects and new projects funded with reallocated or bonus funds for the following project types:
  - **Renewing** Transitional Housing (TH) (both youth-serving and general-use),
  - **Renewing** Permanent Supportive Housing (PSH),
  - **Renewing** Rapid Rehousing (RRH),
  - **Renewing Coordinated Entry** (SSO for CES)
  - **New RRH** (individuals and families, including unaccompanied youth)
  - **New Joint TH and PH-RRH component**
  - **New PSH DedicatedPLUS or PSH with 100% CH**—New this year, new projects can serve to expand existing renewals (Page 12)
Available Funds

- Tier 1 is 94 Percent of the CoC’s ARD amount
- Permanent Housing Bonus: 6% of CoC’s ARD

- Annual Renewal Demand (ARD) = $33,272,919
- Tier 1 Amount = 94% ARD = $31,276,544
- Permanent Housing Bonus = $1,996,375
- Tier 2 (ARD-Tier 1 + bonus) = $3,992,750
- Total = $35,269,294
- CoC Planning Grant = $998,188
- Total = $36,267,482
Threshold Requirements New for 2017

Local Process

• All applicants who receive HUD CoC funding are required to participate in Coordinated Entry (CE)
  ▫ Applicants will be required to certify in application they are aware of this expectation and are already complying or will comply with CE
  ▫ Projects must notify CE of all openings and fill those openings with participants referred from CE

• All PSH projects must execute a Memorandum of Understanding with Home Stretch and have an updated inventory on file with the CoC by September 25th at noon.
General Section

• Projects eligible to be renewed, but electing not to be included in 2017 application must complete and submit Section a-e of the General Section

• Projects renewing for the first time not yet under contract, or were not in operation for a full 12 months since October 1, 2015 complete and submit Section a-e. Will receive score awarded when they applied as a new project and ranked on that score

• Projects that started after October 1, 2015 and have twelve months worth of performance data, may elect to submit a full local application based on data from start date to twelve months later.

• Voluntary Reduction of grants
Reallocated and Bonus Funds

- The CoC welcomes voluntary reallocation of HUD funds. Projects that can be funded using reallocated dollars include:
  
a. New permanent supportive housing (PSH) projects that meet DedicatedPLUS requirements or new PSH projects where 100% of beds are for the chronically homeless.
  
b. New rapid rehousing (RRH) projects that will serve homeless individuals and families, including unaccompanied youth.
  
c. New Joint Transitional Housing (TH) and Permanent Housing-Rapid-Rehousing (TH-RRH) component projects.
  
d. New dedicated HMIS project

- The CoC can also apply for permanent housing bonus projects. Bonus funds may only be used for project types a. b. and c.
 Appeals Process

• **What can be appealed:** An application that
  ▫ Was not evaluated according to the published local NOFA process **AND/OR**
  ▫ Evaluated in a way that violates federal regulations **AND**
  ▫ The adjustment of scores has the possibility of changing in which Tier an Applicant project is ranked **OR** whether an Applicant project is included in the package at all.
  • includes **any** Project who meet Appeals Criteria #1 **and/or** #2, and its initial Rating and Ranking score appears very close to the end of Tier 1, and can be moved down to Tier 2 as a result of scoring post appeals.
Appeals Process

• What is not eligible for appeal:
  ▫ Errors or omissions by project Applicants
  ▫ Projects that do not meet threshold
  ▫ Dissatisfaction with Project’s scores
  ▫ Need for funds
  ▫ Appeals submitted after stated deadline

• Process:
  ▫ Steps detailed in application.
Submission Requirements

• Submission of Local Application by **August 30th**
• Copies of all required back up documentation not submitted ahead of time as a PDF
  ▫ Projects that have submitted some or all their attachments previously should review the list carefully, as some required attachments have been added and others modified to make sure you have included all required documents.
  ▫ If you wish to replace documents previously submitted with updated versions (for example Housing First documents) attach them to your application and indicate in your cover email which documents you want replaced from your prior submission.
• Projects must also complete a project application in **e-snaps** by close of business on **September 13, 2017**.
  ▫ This year, renewal projects will have the opportunity to submit project application in **e-snaps** with no changes.
Mandatory Attachments due August 30th

- HMIS-Based Reports: **Reports should be run for the federal fiscal year October 1, 2015 – September 30, 2016, not the calendar year:**
  - EveryOne Home HUD Target Population Report.
  - An Annual Performance Report (APR).
  - System Performance Report 0701 – Exits to Permanent Housing with Return to Homelessness - Metric 2 – v03 **This report should be run by TAY-TH and RRH Projects.**
  - Applicants proposing **new projects** can submit up to 3 APRs from programs comparable as to what is being proposed. **Reports should be from October 1, 2015 – September 30, 2016.**
Mandatory Attachments due August 30th

• HMIS-Based Reports
  ▫ If the project has been operational for at least 12 months, but started after October 1, 2015, and is electing to submit a full local application, please use the first 12 months of operation for the report date range (e.g. if Project started December 1, 2015, run a report for December 1, 2015 – November 30, 2016)

• Housing First Documents
  ▫ Existing or Proposed Project Participant Agreement; Lease or sub-Lease, and/or House Rules.
  ▫ Existing or Proposed Eligibility Criteria and a Housing Application.
Mandatory Attachments due August 30th

- Grant and Fiscal Management Documents – Lead Agencies only
  - Proof of submission of the last three APRs, including due date and date of submission.
    - If a submitted APR is missing from your list, contact your HUD Program officer to see about having the issue corrected. If not possible, written verification of the on-time submission from the Program Office to accompany the screenshot will be sufficient.
  - Proof of LOCCS draws, including date of draw request, for the last two complete grant cycles.
  - Applicants proposing new projects can include APRs and LOCCS draws for comparable projects.
Mandatory Attachments due August 30th

- Grant and Fiscal Management Documents – Lead Agencies only
  - Most recent annual audit with Management Letter—must be from a fiscal year ending December 31, 2015 or later. Proof of 501c3 standing if applicable. Failure to provide standing (if applicable) can result in exclusion from the package.
  - Evidence of Site Control--this is required for any existing projects for which HUD is paying leasing, operating or rehabilitation cost on a building, both residential and service delivery sites. Without evidence of site control for renewal projects for whom the above is true, the project cannot be included in the package.
Threshold Requirements due on September 25th

- NEW for PSH only
  - HomeStretch MOU
  - PSH Inventory
Project Type and Meeting CoC and HUD Priorities (5 and 25 Points)

- Project Type – up to 5 points
  - 5 points for existing PH (PSH and RRH), youth serving TH and new Joint TH and PH-RRH
  - 3 points for proposed new permanent (PSH and RRH)
  - 3 points for General use (non-youth serving)

Transitional Housing
Project Type and Meeting CoC and HUD Priorities (5 and 25 Points)

- CoC and HUD’s priorities - up to 25 points
  - Target Populations and Severity of Need – 10 pts
    - Existing PSH proposing to become PSH/DedicatedPLUS = 9 Points
    - new PSH/DedicatedPLUS as evidenced an executed by contract language, EveryOne Home HUD Target Population Report and a written agreement to utilize the Home Stretch MOU = 7 Points
  - Optional Narrative added
- Housing First and Low Barrier – 10 points
- Cost Effectiveness – 5 points
Outcome Measures (up to 32 Points)

• Uses information APR’s, complete outcomes measure charts for the project types

• Measures required and benchmarks vary depending on program type
  
  A. Obtains or Retains Permanent Housing
  B. Adults who maintain or increase Income
  C. Obtains/Maintains non-cash Mainstream Benefits
  D. Exits or Returns to Homelessness OR length of time homeless

• Optional Narrative added
Grant Management (up to 25 Points)

A. Spending (5 pts)

B. Reports and Invoicing (10 pts)

C. Proof of Eligibility (5 pts.)

B. Utilization (5 pts)
Spending (5 pts)

a. Report on amount of unspent funds for past 3 years

b. Explain unspent grant funds in most recent grant year

c. Underspending of 5% or greater in most recent year and one other in last 3 years must be explained

• Narratives with detailed explanations and corrective strategies will earn more points
Reports and Invoicing (10 pts)

• Timely Submission of APRs (can be verified via e-snaps, as indicated in the application. New projects can provide proof of their timely APR submissions and/or progress reports from other federal grants)

• Timely draws from LOCCS (can be verified via LOCCS, per the screen shot in the application)
Capacity / Utilization (5pts) and Proof of Eligibility (5pts)

- Proof of Eligibility (5pts)
  - Provide eligibility criteria and procedures for documenting.
- Capacity / Utilization (5 pts)
  - Looking at how many people are served by the project on an annual basis, vs. how many people the project has capacity to serve.
HMIS (2 pts)

- Points based on percent of data quality must be higher than 95% to get 2 points, 90% to get 1
Fiscal Management (4pts)

• Address any findings in the management letter or with the management of federal grants.

• Organizations whose budget size do not require an Annual Independent Audit must still submit a Financial Statement according to general accounting principles.

• Audits and reports can be for fiscal years ending no earlier than 12/31/2015.
Quality Assurance (7 pts)

• Narrative on use of best practices, customer satisfaction, performance monitoring, use of data, staff training and quality of care

• Reviewers will score on the quality and comprehensiveness of narrative as well as how specific it is to the project.
Submission Deadlines and Requirements

- All project applications are due to EveryOne Home by Noon (12:00 pm) on Wednesday, August 30, 2017 – applications should be submitted electronically to info@everyonehome.org. Frequently Asked Questions (FAQ) period starts on August 11, 2017 and ends on August 24, 2017.

- Include back-up documentation in a PDF – this file name must include the name of the program and agency.

- Applicants that have on-line audits may provide a link in your cover email to the online location of your documents and do not need to submit a PDF of the audit.
Resources on Website

Electronic versions of the applications can be downloaded from the EveryOne Home website at: www.everyonehome.org.
Questions or Comments
EveryOne Home
Ending Homelessness in Alameda County
EveryOne Home NOFA Committee
INSTRUCTIONS and APPLICATION FORMS for
2017 CoC RENEWAL and NEW PROJECT LOCAL SUBMISSIONS

EveryOne Home, Alameda County’s Continuum of Care (CoC) Lead Agency, is inviting local applications for renewing CoC projects and new projects to be created using reallocated funds from the CoC’s existing Annual Renewal Demand (ARD) and/or permanent housing bonus funds. The United States Department of Housing and Urban Development (HUD) requires that all project applications included in the CoC Collaborative Application to have been rated and ranked by the local Continuum of Care (CoC). Without a local application, projects cannot be scored or ranked and cannot be included in the final application package.

Local application due date: Wednesday, August 30, 2017 by noon via email to info@everyonehome.org.

The results of the local Rating and Ranking process will be announced on Wednesday, September 13, 2017. If changes to the Rating and Ranking List are necessitated by the results of the Appeals Process, they will be announced on Tuesday, September 19, 2017 and published on the EveryOne Home website.

Project types that must submit the attached application:

- **Renewing** Transitional Housing (TH) (both youth-serving and general-use),
- **Renewing** Permanent Supportive Housing (PSH),
- **Renewing** Rapid Rehousing (RRH),
- **Renewing** Coordinated Entry (SSO for CES),
- **New** RRH (individuals and families, including unaccompanied youth),
- **New Joint TH and PH-RRH component,**
- **New PSH DedicatedPLUS or PSH with 100% CH.**

New this year, new projects can serve to expand existing renewals (NOFA page 12).

Prior to 2016, new and renewing applications were separate documents. As of 2016, they have been combined into a single project application with some questions relevant to either new or renewing applicants. For example, renewing applicants will be asked for “existing housing capacity” and new projects for “proposed housing capacity.” In cases where questions or point calculations differ between existing (renewal) and proposed (new) projects, the questions or instructions for proposed projects will be highlighted as they are here.


Available Funds: Alameda County’s approved Annual Renewal Demand (ARD) = $33,272,919. The CoC can submit renewing and reallocated projects for up to that amount plus an additional $1,996,375 in Permanent Housing Bonus funds for one or more new permanent housing projects. The application package will also include a CoC Planning Grant of up to $998,188. This amount is not ranked competitively and does not affect the amount available to projects. If it is not requested by the Collaborative Applicant for CoC Planning activities it cannot be accessed by the CoC.
The total funds requested from Alameda County that are competitively scored cannot exceed the combined amounts of the ARD and the bonus funds, which is currently = $35,269,294.

**Eligible Applicants:**

Applicants for renewing grants must be listed as the current grant recipient on the CoC’s 2016 Grant Inventory Worksheet approved by HUD. Eligible projects for renewal must have an existing contract or expect to be under contract by December 31, 2017 for funds awarded in a previous application round. If you have a question about whether you are listed in the GIW contact Riley Wilkerson at Riley.Wilkerson@acgov.org, at Alameda County Department of Housing and Community Development, who functions as the CoC Collaborative Applicant.

**Applicants do not need to be current grantees to apply for reallocated or bonus funds.** For profit entities are not eligible to apply.

<table>
<thead>
<tr>
<th>Threshold Requirements New for 2017 Local Process:</th>
</tr>
</thead>
<tbody>
<tr>
<td>All applicants who receive HUD CoC funding are required to participate in Coordinated Entry, meaning that projects must notify Coordinated Entry of all openings and fill those openings with participants referred from Coordinated Entry. All applicants will be required to certify they are aware of this expectation and are already complying or will be compliant by the end of 2017.</td>
</tr>
</tbody>
</table>

PSH projects are required to have an executed Memorandum of Understanding with Home Stretch (the Coordinated Entry registry for PSH) and an updated inventory on file with the CoC by the September 25, 2017 package submission deadline in order to be included in the application package. Though not required as an attachment to the local application submission on August 30, 2017, it can be attached, and is included herein.

**Projects that are not planning on renewing their CoC funding:**

Projects who find mainstream funders to cover project costs with resources that are a better fit, or projects that determine they are unlikely to receive the minimum score on their local application may elect not to submit an eligible project for renewal. Projects eligible to be renewed, but electing not to be included in the 2017 HUD application are being asked to indicate so by completing and submitting the General Section of the application.

The funds for projects not electing to renew will be added to the pool of available funds for reallocation to new projects. The decision not to renew is permanent. Once eliminated from the package, the same project cannot reapply in subsequent years. Only **new** projects created by reallocated funds or bonus funds can get added to our package in future application rounds.

**Projects renewing for the first time that are not yet under contract, or which were not in operation for a full twelve months since October 1, 2015:**

Renewing projects without a year of operation and expenditures need only complete and submit items a-e of the General Section. They will receive the score awarded when they applied as a new project and be ranked according to that score.

Projects with a start date later than October 1, 2015 and one full year of program data may elect to receive the score awarded when they applied as a new project, or submit a full local application based on data from their start date to twelve months later.
Voluntary reductions of grants:

Projects that have consistently underspent funds may wish to consider reducing their renewal amounts. Page 2 of the application has a space to indicate if the amount requested is less than the amount indicated on the Grant Inventory Worksheet (GIW) and by how much. Projects cannot request more than what is listed on the GIW.

Reallocated and Bonus funds available for new projects:

Alameda County CoC will have a minimum available to be reallocated to fund new projects. Additional funds may come available because projects reduce their renewal amount or elect not to submit. The CoC welcomes voluntary reallocation of HUD funds. Projects that can be funded using reallocated dollars include:

- New permanent supportive housing (PSH) projects that meet DedicatedPLUS requirements or new PSH projects where 100% of beds are for the chronically homeless.
- New rapid rehousing (RRH) projects that will serve homeless individuals and families, including unaccompanied youth.
- New Joint Transitional Housing (TH) and Permanent Housing-Rapid-Rehousing (PH-RRH) component projects.
- New dedicated HMIS projects.

The Continuum is also eligible to apply for permanent housing bonus projects. Bonus funds may only be used for project types a., b., and c. above.

Because any new permanent housing project can be funded using either bonus or reallocated funds, new permanent housing applications that are either PSH, RRH, and Joint TH and PH-RRH are strongly encouraged.

Appeals Process

The NOFA Committee has developed a formal appeals process for the HUD CoC NOFA local competition, which was approved by the HUD CoC Committee on June 20, 2017. The 2017 Alameda County HUD CoC NOFA Appeals Process, included here, has incorporated 2016 NOFA’s community feedback and a review of various appeal processes, including those of neighboring CoCs.

1) What can be appealed: An application that
   a. Was not evaluated according to the published local NOFA process AND/OR
   b. Evaluated in a way that violates federal regulations AND
   c. The adjustment of scores has the possibility of changing in which Tier an Applicant project is ranked OR whether an Applicant project is included in the package at all. Note: this includes any Project who meet Appeals Criteria #1 and/or #2, and its initial Rating and Ranking score appears very close to the end of Tier 1, and can be moved down to Tier 2 as a result of scoring post appeals.

2) What is not eligible for appeal:
   a. Errors or omissions by project Applicants
   b. Projects that do not meet threshold
   c. Dissatisfaction with Project’s scores
   d. Need for funds
   e. Appeals submitted after stated deadline

3) Process:
   a. NOFA Committee will release the first Rating and Ranking List on Wednesday, September 13, 2017, including dollar amounts and point scores.
b. In the unlikely event of a mathematical error, Applicants must report the issue to EveryOne Home within 48 hours of release of the Rating and Ranking List, for the error to be corrected. The Rating and Ranking List and scores will be reissued with the appropriate corrections at the time of the release of the final Rating and Ranking List.

c. Applicant projects have from the time of the release of the initial Rating and Ranking List on **Wednesday, September 13, 2017**, through the close of business day (CBD) on **Friday, September 15, 2017**, to register any appeals via email. Appeals and any supporting documentation should be emailed to info@everyonehome.org. Appealing projects will be limited to the grounds raised in the original appeal, and only on items/attachments that were included in the initial project’s Application.

d. All appeal requests will be confirmed via email within one (1) business day of submission. All appeals submitted before the deadline will be posted to the EveryOne Home website within 24 working hours of the deadline. All Applicant projects who wish to submit appeals will be subject to this deadline. There will not be a second round of appeals.

e. Agencies will need to provide, in writing and with supporting examples/backup documentation, specific sections of the Application on which the appeal is based, and/or sections or examples where local guidelines or regulations were violated.

f. The appeal’s request must specify facts and evidence sufficient for the Appeals Panel to determine the validity of the appeal (see What can be appealed, Page 1). Appealing projects will be limited to the grounds raised in the original appeal, and only on items/attachments that were included in the initial project’s Application.

g. The Panel will have until **Monday, September 18, 2017** to review all submitted appeals and backup documentation.

h. A final Rating and Ranking List reflective of any changes generated by appealing projects will be issued by EveryOne Home staff, and published on the EveryOne Home website on **Tuesday, September 19, 2017**.

i. The HUD NOFA Committee will approve and finalize the final Rating and Ranking List.

**Submission Requirements:**

All project types must submit their local application via email to EveryOne Home at info@everyonehome.org, by **noon, August 30, 2017**. In addition to the completed local application form, applicants must include copies of all required back up documentation not submitted ahead of time as a PDF. The file name for the attachment document should reflect the applicant and project names.

Note: Those projects that have submitted some or all their attachments previously should review the list carefully, as some required attachments have been added and others modified, to make sure you have included all required documents. If you wish to replace documents previously submitted with updated versions (for example, Housing First documents) attach them to your application and indicate in your cover email which documents you want replaced from your prior submission.

Projects must also complete a project application in **e-snaps** by close of business on **September 13, 2017**. This year, renewal projects will have the opportunity to submit project application in **e-snaps** with no changes. Instructions for determining if this is an appropriate action for your project, and steps on how to do it, are embedded in the **e-snaps** application instructions online. Any questions concerning **e-snaps** or that application process should be submitted to Riley Wilkerson at Riley.Wilkerson@acgov.org, at Alameda County Department of Housing and Community Development, who functions as the CoC Collaborative Applicant.
The items below are separated into categories, but can be submitted as a single PDF. All items below are **required** to be attached for applicants to receive full points on a related section of the application. There is a checklist included with the application which can be utilized to ensure that all relevant items are enclosed.

The required documents are listed below.

1. **HMIS-Based Reports:** *Reports should be run for the federal fiscal year October 1, 2015 – September 30, 2016, not the calendar year.* If the project has been operational for at least 12 months, but started after October 1, 2015, and is *electing* to submit a full local application, please use the first 12 months of operation for the report date range (e.g. if Project started December 1, 2015, run a report for December 1, 2015 – November 30, 2016):
   a. EveryOne Home HUD Target Population Report.
   c. System Performance Report 0701 – Exits to Permanent Housing with Return to Homelessness - Metric 2 – v03 This report should be run by TAY-TH and RRH Projects.
   d. Applicants proposing new projects can submit up to 3 APRs from programs comparable as to what is being proposed. Reports should be from **October 1, 2015 – September 30, 2016.**

2. **Housing First Documents:**
   a. Existing or Proposed Project Participant Agreement; Lease or sub-Lease, and/or House Rules.
   b. Existing or Proposed Eligibility Criteria and a Housing Application.

3. **Grant and Fiscal Management Documents – Lead Agencies only**
   a. Proof of submission of the last three APRs, including due date and date of submission.
   b. Proof of LOCCS draws, including date of draw request, for the last two complete grant cycles.
   c. Applicants proposing new projects can include APRs and LOCCS draws for comparable projects.
   d. Most recent annual audit with Management Letter—must be from a fiscal year ending December 31, 2015 or later. Agencies not required to have an annual independent audit, must submit financial statements from the most recently ended fiscal year prepared according to Circular A-133 generally accepted accounting principles. Jurisdictions and public agencies may provide a link to their audits, with page numbers of relevant information such as findings etc.
   e. Proof of 501c3 standing if applicable. **Failure to provide standing (if applicable) can result in exclusion from the package.**
   f. Evidence of Site Control—this is required for any existing projects for which HUD is paying leasing, operating or rehabilitation cost on a building, both residential and service delivery sites. **Without evidence of site control for renewal projects for whom the above is true, the project cannot be included in the package.**

PSH applicants are strongly encouraged to submit the Home Stretch Memorandum of Understanding (MOU) and updated inventory with their local application on August 30, 2017. These items are due by September 25, 2017.

Applicants responding to this RFP should be very familiar with the 2017 HUD NOFA issued, and with the detailed guidance for completing new and renewing applications in *e-snaps*. Applicants are expected to know the eligible types of assistance, eligible populations, required match and other requirements from HUD. See [https://www.hudexchange.info/resources/documents/FY-2017-CoC-Program-Competition-NOFA.pdf](https://www.hudexchange.info/resources/documents/FY-2017-CoC-Program-Competition-NOFA.pdf) for more information.
HUD Tiers, Project Scoring and Ranking:

HUD continues to require CoCs to rank their projects in two tiers, Tier 1 and 2. Tier 2 projects are at risk of not getting funded and must compete against all other Tier 2 projects nationally. For 2017, Tier 1 is 94% of the CoCs FY 2017 Annual Renewal Demand. Based on the currently approved ARD, the CoC’s Tier 1 and Tier 2 break out as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Annual Renewal Demand</td>
<td>$33,272,919</td>
</tr>
<tr>
<td>Tier 1 Amount</td>
<td>$31,276,544</td>
</tr>
<tr>
<td>Permanent Housing Bonus</td>
<td>$1,996,375</td>
</tr>
<tr>
<td>Tier 2</td>
<td>$3,992,750</td>
</tr>
<tr>
<td>CoC Planning Grant</td>
<td>$998,188</td>
</tr>
<tr>
<td>Total Submission allowed</td>
<td>$36,267,482</td>
</tr>
</tbody>
</table>

Tier 2 is the difference between Tier 1 and the CoC’s ARD, plus any amount for the Permanent Housing Bonus. HUD will fund Tier 2 projects after it has made funding awards to all Tier 1 projects nationally. This year, HUD will again rank all Tier 2 projects against all other Tier 2 projects nationwide. In 2017, project type has been removed as criteria for Tier 2. Projects will be scored on a 100-point scale based on the following:

a. CoC Score: Up to 50 points in direct proportion to the score received on the CoC Application rounded to the nearest whole point. Based on Last year’s CoC score of 159.25 our Tier 2 projects would have received 40 points out of 50.

b. CoC Project Ranking: Up to 40 points for the CoCs ranking of the project. See page 16 of the NOFA for a detailed description of the formula.

c. Up to 10 points for commitment to applying the Housing First model.

Tier 2s from Continuums with high scores on their CoC Application have the best chance of sustaining or increasing their ARD in this competition.

Locally, project applications will be scored on a 100-point scale in five categories:

1. Primary Activity Type = Up to 5 points
2. How Project Helps Address Local and HUD Priorities = Up to 25 points
3. Outcome Performance = 32 points
4. Grant Management = 25 points
5. Organization Capacity = 13 points

The scoring tool at the back of the application details how projects earn points in each category. Unlike past funding rounds, when renewals were automatically ranked above new projects, both new and renewing projects will be ranked together based on their application scores. In cases where questions or point calculations differ between existing (renewal) and proposed (new) projects, the questions or instructions for proposed projects will be highlighted as they are here. The application form and the scoring tool are tightly linked. As you prepare the application, the scoring chart at the end of this local application can be detached and used alongside many of the sections to self-score.

Projects must score a minimum of 60 points to be assured inclusion in the application package. Projects scoring below that threshold will be reallocated. Applicants are strongly encouraged to review the local application, and to self-score their project on the performance indicators as soon as possible to determine if they will meet the minimum score. If in self-scoring the project does not appear to meet threshold, please contact info@everyonehome.org.
In addition to the total score projects receive, reviewers may use additional factors to break ties, adjust the final ranking to place the maximum dollars in Tier 1, include projects that score below 60 points, and/or meet other local objectives for a strong and balanced package that maximizes points for the entire Continuum. Factors that may be considered include:

- the geographic and population diversity of the projects included;
- the projected impact of the loss of any residential buildings on homeless people;
- the expiration date and amount of the grant.

Download a Word version of this application from the EveryOne Home website at [http://everyonehome.org/our-work/hud-coc-nofa/](http://everyonehome.org/our-work/hud-coc-nofa/). Save your completed application and its attachments as a PDF with agency, project, and content in the file name and attach to an email to [info@everyonehome.org](mailto:info@everyonehome.org) to submit as described on page 1. Multiple PDFs for agencies with large files for backup are acceptable. Public entities are welcome to submit their audits via link in the cover email with page numbers of findings and management letters indicated in their communication.

For questions regarding the completion of the local application, please contact EveryOne Home at [info@everyonehome.org](mailto:info@everyonehome.org). The Frequently Asked Questions (FAQ) period starts on August 11, 2017 and ends on August 24, 2017. All questions received will be responded to in writing and posted to the EveryOne Home website.

All project applications received by the deadline will be reviewed and applicants will be notified by September 13, 2017 of their score, their initial ranking and whether they are being included in the Consolidated Application. Ranking is subject to change according to appeals (if any) and the final ranking will be released September 19, 2017.
ALAMEDA COUNTY CONTINUUM OF CARE LOCAL HOUSING PROJECTS APPLICATION
(Updated 8/10/17)

GENERAL SECTION

a. Project Name: 

b. Applicant Name: 

c. □ This project is not submitting a request for HUD CoC funding in 2017.

d. □ By checking this box, the Applicant certifies that it is aware of and prepared to be fully compliant with the requirement to participate in Coordinated Entry by the end of 2017.

e. Please list name and title of the person authorized to submit this application, certify its participation in Coordinate Entry, or withdraw it from consideration:

If item c. was checked above, STOP. You are finished. Make a PDF of this page, and send it to EveryOne Home at info@everyonehome.org.

f. Is this a new or renewing project?   □ New   □ Renewing (If renewing, please complete this section.)

Indicate program start date

Has this project been in operation since 10/01/2015?

□ Yes  If yes, then all reports submitted in this application should reflect a period of 10/01/2015 - 9/30/2016

□ No  If no, please answer the questions below for further guidance on report run periods.

Did this project start operations after 10/01/2015?

□ No

□ Yes  If yes, does this project have at least one year of program data?

□ No

□ Yes  If yes, all reports attached to this application should be run from the start date to 12 months later.

If no, and the program has less than one program year of data or is not yet under contract, but will be by 12/31/17, STOP. Your application is complete. Make a PDF of this page, and send it to EveryOne Home at info@everyonehome.org. You will still need to complete all required elements of e-snaps. You will receive the score your application earned when it was first submitted.
Checklist of required documentation for all projects submitting an application:

HMIS-based Reports:
- [ ] EveryOne Home HUD Target Population Report
- [ ] APR from HMIS-based reports
- [ ] System Performance Management Report 0701– Returns to Homelessness (TAY TH and RRH programs only)
- [ ] Applicants proposing new projects can submit up to 3 APRs and data report cards from programs comparable to what is being proposed.

Housing First Reports:
- [ ] Existing or proposed program Participant Agreement; Lease and sub-Lease, and/or House Rules
- [ ] Existing or proposed Eligibility Criteria and a Housing Application

Grant and Fiscal Management:
- [ ] Proof of submission of the last three APRs, including due date and date of submission
- [ ] Proof of LOCCS draws, including date of draw request, for the last two complete grant cycles.
- [ ] Most recent annual independent audit with Management Letter or financial statement if audit not required —must be from a fiscal year ending December 31, 2015 or later
- [ ] Proof of 501c3 non-profit status (if applicable)
- [ ] Applicants proposing new projects can submit proof of timely APRs and LOCCS draws on comparable HUD grants or other similar documentation for other federal grants.
- [ ] Evidence of Site Control (if applicable)

- [ ] PSH projects only: Home Stretch MOU and updated inventory (September 25, 2017 deadline)

g. For both renewing and newly proposed projects, please provide the General Description of your project. For new projects, identify sub-grantees, their role in the project, and the history of collaboration between proposed partners:

h. Does this project include one or more buildings (housing or service site) that is owned or long-term leased by the grantee or a sub recipient? If so, please describe the options for the building(s) if this project were not renewed. Applicants must include proof of site control in the form of a lease, title, or other documentation.

i. Is this project classified as Rental Assistance?
   - [ ] Yes
   - [ ] No

j. Amount of application: $
Does this amount match what is listed in the GIW? □ Yes □ No □ N/A this is a new project
If no, what is the amount by which the request is being reduced? $

k. End date of current HUD grant:

l. If renewing for a lower amount, please describe how the project will continue to be able to meet its program outcomes and performance targets:

1. PRIMARY ACTIVITY TYPE (up to 5 points):

□ PSH □ RRH □ General TH □ Transition Aged Youth Serving TH
□ Joint TH and PH-RRH

2. HUD PRIORITIES (Up to 25 points):

a. Target Populations and Severity of Need (up to 10 points)
   See Attachment A for Instructions on running verification report

i. Ending Chronic Homelessness: If the project is Permanent Supportive Housing or Services tied to Permanent Supportive Housing, how does it serve chronically homeless individuals and families?
   □ Existing project that serves 100%, all units in project are dedicated to the chronically homeless.
   □ Existing project that will be become DedicatedPLUS.
   □ Proposed PSH project for 100% chronically homeless households.
   □ Proposed PSH DedicatedPLUS project.
   □ Not all units are dedicated, but by policy and practice 100% of turnover units are prioritized to chronically homeless.
   Is this policy:
   □ In place and operational □ In place and will be operationalized within 6 months

What percent of new households served in the last year were chronically homeless? □
(Must be verifiable in attached Everyone Home HUD Target Populations report from 10/1/2015 - 9/30/2016)

ii. Rapidly Rehousing Families:

□ Existing Rapid Rehousing for Families? □ Yes □ No
□ Is this project proposing RRH for families and/or individuals? □ Yes □ No
iii. **Youth (individuals and families with TAY as head of household):**

☐ 50% or more of heads of household, who entered into the program between 10/1/15 – 9/30/16, are TAY

If yes, what percentage of heads of households were TAY? ☐☐☐☐☐ (Must be verified by attached EveryOne Home HUD Target Population Report from 10/1/2015 -9/30/2016)

iv. **Veterans:**

☐ 50% or more of heads of household, who entered into the program between 10/1/15 – 9/30/16, are Veterans

What percentage of heads of households were Veterans? ☐☐☐☐☐ (Must be verified by attached EveryOne Home HUD Target Population Report from 10/1/2015 -9/30/2016)

v. **Those coming directly from the streets:**

☐ 50% or more of heads of households, who entered into the program between 10/1/15 – 9/30/16, entered the program directly from the streets

What percentage of heads of households entered directly from the streets? ☐☐☐☐☐ (Must be verified by attached EveryOne Home HUD Target Population Report from 10/1/2015 -9/30/2016)

vi. **Domestic Violence or human trafficking:**

☐ 50% or more of heads of household, who entered into the program between 10/1/15 – 9/30/16, were survivors of Domestic Violence or human trafficking

What percentage of heads of households were survivors of domestic violence or human trafficking? ☐☐☐☐☐ (Must be verified by attached EveryOne Home HUD Target Population Report from 10/1/2015 -9/30/2016)

vii. **Optional Narrative:** If the required EveryOne Home Target Population Report covering 10/1/15-9/30/16 does not accurately reflect the current practices and prioritization of your program, please describe how you meet one or more of the priorities above and attach back up documentation (examples can include a more current report or policies passed by your board).
b. Utilizing a Housing First Approach (up to 10 Points)

HUD defines Housing First as, “a model of housing assistance, including transitional housing and support services only projects, that operate with low-barriers or no preconditions (such as sobriety or minimum income threshold), which prioritizes rapid placement and stabilization in permanent housing, and that does not require participation in supportive services (NOFA, page 21).” For this section, scoring will be based on responses to Narrative Questions and review of documents that demonstrate the project adheres to some of the Housing First principles (low barrier and no preconditions to entry; voluntary services and program retention; and rapid placement and stabilization in permanent housing).

For both existing and proposed projects, please respond to the following Housing First Narrative Questions:

1) How is this project low-barrier and does not require preconditions to entry -such as requiring sobriety or minimum-income requirements, among other low barrier policies?

2) How are services voluntary and prioritize engagement and problem-solving over therapeutic goals?

3) How does the project prioritize rapid placement and stabilization in permanent housing? Address how eviction back to homelessness is avoided?

All project types can earn points for this narrative. Housing First Narrative Questions = up to 4 Points as determined by application scorers. An additional 6 points will be awarded if project required documents (Eligibility Criteria, Housing Application, Participant Agreement, Lease or sub-Lease, and/or House Rules) demonstrate adherence to specific Housing First principles. For any proposed projects, please include backup documentation as indicated for a comparable project.

c. Cost Effectiveness (up to 5 points)

Actual Cost per year of housing retention or cost per permanent housing exit for existing projects.

*Projects will be scored by comparing their cost per outcome to the average cost of their primary activity type and household type (TH will only be compared to the average for TH, family programs to family programs etc.,)*

i. Number of persons who exited to permanent housing in 2016 (APR Q 23.a + 23.b)

or

ii. Number of persons who retained permanent housing in 2016 (APR Q 22.a.1)

Total project budget (HUD dollars + match) = $\text{ } / \text{Total # of persons from i. or ii. above } = \text{cost per outcome}

Cost per year of housing retention or cost per permanent housing exit for proposed new projects based on proposed project budget

*Projects will be scored by comparing their cost per outcome to the average cost of their primary activity type and household type (TH will only be compared to the average for TH, etc.,)*
i. Proposed number of persons who will exit to permanent housing in 2016 (APR Q 23.a + 23.b) or

ii. Proposed number of persons who will retain permanent housing in 2016 (APR Q 22.a.1)

Total project budget = $ / Total # of proposed households from i. or ii. above = projected cost per outcome

3. PERFORMANCE OUTCOMES (Up to 32 points):

The following section is related to project performance on local and HUD required outcomes. Please read the instructions carefully. Renewal projects should complete Tables 1, 2, or 3, depending on project type. New projects should complete tables 4 or 5 depending on project type. Proposed projects may submit up to three (3) APRs from comparable projects. If your project started on or before October 1, 2015, you must attach a copy of your APR for 10/1/2015 – 9/30/2016.

INSTRUCTIONS

Outcome A: Housing (Up to 10 points)

PSH: Permanent Supportive Housing Projects must produce the Housing Retention information from 10/1/2015 - 9/30/2016 APR, Question 22a1. Using the formula below and the sample table identifying each cell value, calculate the 12-month retention rate. If your project has a start date later than 10/1/2015 and one full year or program data, please run your APR from your start date to 12 months later.

\[
\text{Housing Retention > 12 months:}\; (P - H - I - J + K + G) - (A - B - C - D) / (P - H - I - J - K + G) = \% \text{ of persons retaining permanent housing for 12 months or more.}
\]
RRH, general TH, and youth-serving Transitional Housing and TH and PH-RRH: Rapid Rehousing, general Transitional Housing, youth-serving Transitional Housing, must produce the Obtaining Permanent Housing information from the APR, Question 23a and 23b, and Question five-a (5a). You must attach a copy of your APR for 10/1/2015 – 9/30/2016. If your project has a start date later than 10/1/2015 and one full year or program data, please run your APR from your start date to 12 months later.

Using the formula below and the sample tables identifying each cell value, calculate obtaining permanent housing rate.

<table>
<thead>
<tr>
<th>Exit Destinations – More than 90 Days</th>
<th>Total</th>
<th>W/out Children</th>
<th>W/ Children and Adults</th>
<th>W/ only Children</th>
<th>Unknown HH Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owned by client, no ongoing subsidy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owned by client, with ongoing subsidy</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental by client, no ongoing subsidy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental by client, with VASH subsidy</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Rental by client, with other ongoing subsidy</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>PSH for homeless persons</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Living with family, permanent tenure</td>
<td></td>
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<tr>
<td>Living with friends, permanent tenure</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>A</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Exit Destinations – Less than 90 Days</th>
<th>Total</th>
<th>W/out Children</th>
<th>W/Children and Adults</th>
<th>W/ only Children</th>
<th>Unknown HH Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owned by client, no ongoing subsidy</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Owned by client, with ongoing subsidy</td>
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<tr>
<td>Rental by client, no ongoing subsidy</td>
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<tr>
<td>Rental by client, with VASH subsidy</td>
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<tr>
<td>Rental by client, with other ongoing subsidy</td>
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<tr>
<td>PSH for homeless persons</td>
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<tr>
<td>Living with family, permanent tenure</td>
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<tr>
<td>Living with friends, permanent tenure</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>B</strong></td>
</tr>
</tbody>
</table>
Obtaining Permanent Housing: \( \frac{(A + B)}{C} = \% \) of persons obtaining permanent housing

**Outcome B: Income (Up to 7 points)**

**PSH, RRH, Joint TH and PH-RRH, general TH, and transition aged youth-serving Transitional Housing:** For PSH and general Transitional Housing the Income Outcome measure is Adult Stayers and Leavers. For Rapid Rehousing, Joint TH and PH-RRH, and transition aged youth-serving TH, the Income Outcome measure is Adult Stayers and Leavers Who Increase Income.

Use the **APR, Questions 19a1 and 19a2.** If your project started on or before 10/1/2015, you must attach a copy of your APR for **10/1/2015 – 9/30/2016.** If your project has a start date later than 10/1/2014 and one full year or program data, please run your APR from your start date to 12 months later. Using the formula below and the sample tables, identify each cell value to calculate the percentage of adults who obtained or maintained earned income.

---

### 19a1 Client Cash Income Change - Income Source - By Entry and Latest Status

<table>
<thead>
<tr>
<th>Income Change by Income Category (Universe: Adult Stayers with Income Information at Entry and Annual Assessment)</th>
<th>Had Income Category at Entry and Did Not Have It at Annual Assessment</th>
<th>Retained Income Category But Had Less $ at Annual Assessment Than at Entry</th>
<th>Retained Income Category and Same $ at Annual Assessment</th>
<th>Retained Income Category and Increased $ at Annual Assessment</th>
<th>Did Not Have the Income Category at Entry or at Annual Assessment</th>
<th>Total Adults (Including those with No Income)</th>
<th>Performance Measure: Adults who Gained or Increased Income from Entry to Annual Assessment</th>
<th>Average Gain</th>
<th>Performance Measure: Percent of Persons who Accomplished this Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Adults with Earned Income (i.e., Employment Income)</td>
<td>A</td>
<td>C</td>
<td>B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Average Change in Earned Income</td>
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<td></td>
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<tr>
<td>Number of Adults with Other Income</td>
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<tr>
<td>Average Change in Other Income</td>
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<tr>
<td>Number of Adults with Any Income (i.e., Total Income)</td>
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<tr>
<td>Average Change in Overall Income</td>
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<td></td>
</tr>
</tbody>
</table>
PSH and General Purpose TH: $A+B+D+E/C+F = \%$ of persons who retained or increased their income

RRH, Joint TH and PH-RRH, and Youth Serving TH: $B+E/C+F = \%$ of person who increased their income

**Outcome C: Benefits (Up to 7 points)**

All project types: produce the Access to Mainstream Benefits information from the **APR, Question 20b**. If your project started on or before 10/1/2015, you must attach a copy of your APR for 10/1/2015 – 9/30/2016. If your project has a start date later than 10/1/2015 and one full year or program data, please run your APR from your start date to 12 months later. Calculate use of mainstream benefits as follows.

<table>
<thead>
<tr>
<th>Outcome D: Varied (Up to 8 Points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• PSH: Exits to Homelessness</td>
</tr>
<tr>
<td>• RRH / TAY serving TH: Returns to Homelessness</td>
</tr>
<tr>
<td>• General-use TH: Length of Stay</td>
</tr>
<tr>
<td>• Proposed Joint TH and PH-RRH complete data for either General TH or RRH</td>
</tr>
</tbody>
</table>
Please use the charts and formulas below for your project type. Regardless of project type, if your project started on or before 10/1/2015, you must attach a copy of your APR for 10/1/2015 – 9/30/2016. If your project has a start date later than 10/1/2015 and one full year or program data, please run your APR from your start date to 12 months later.

**Permanent Supportive Housing**

<table>
<thead>
<tr>
<th>23a – Temporary Exit Destination – More than 90 Days</th>
<th>Total</th>
<th>Without Children</th>
<th>With Children and Adults</th>
<th>With Only Children</th>
<th>Unknown Household Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter, including hotel or motel paid for with ES voucher</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moved from one HOPWA funded project to HOPWA TH</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TH for Homeless Persons</td>
<td>B</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Staying or Living with Family, Temporary Tenure</td>
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<tr>
<td>Staying or Living with Friends, Temporary Tenure</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Place not Meant for Human Habitation</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safe Haven</td>
<td>D</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotel or Motel Paid for by Client</td>
<td></td>
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<tr>
<td><strong>Subtotal</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>23b – Temporary Exit Destination – 90 Days or Less</th>
<th>Total</th>
<th>Without Children</th>
<th>With Children and Adults</th>
<th>With Only Children</th>
<th>Unknown Household Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter, including hotel or motel paid for with ES voucher</td>
<td>E</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moved from one HOPWA funded project to HOPWA TH</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>TH for Homeless Persons</td>
<td>G</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staying or Living with Family, Temporary Tenure</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Staying or Living with Friends, Temporary Tenure</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Place not Meant for Human Habitation</td>
<td>G</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safe Haven</td>
<td>H</td>
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<td></td>
</tr>
<tr>
<td>Hotel or Motel Paid for by Client</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td></td>
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</tr>
</tbody>
</table>
Permanent Supportive Housing projects should use the formula below to calculate the percentage of persons exiting to homelessness.

Exits to Homelessness: \[ \frac{(A + B + C + D) + (E + F + G + H)}{I} = \% \text{ of persons who exit to homelessness} \]

Rapid Rehousing and TAY-serving Transitional Housing and Joint TH and PH-RRH if using this measure:

<table>
<thead>
<tr>
<th>Measure 2a and 2b: The extent to which Persons Who Exit Homelessness to PH Destinations Return to Homelessness within 6-12 months</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total # of persons who exited to PH [2 yrs. Prior]</strong></td>
</tr>
<tr>
<td>Exits from SO</td>
</tr>
<tr>
<td>TOTAL Returns</td>
</tr>
</tbody>
</table>

Rapid Rehousing use the formula below to calculate the percentage of persons returning to homelessness within two years from a RRH program:

Returns to Homelessness in two years: \[ \frac{D}{B} = \% \text{ of persons who return to homelessness within two years} \]
TAY Serving Transitional Housing use the formula below to determine the % of people returning to homelessness from TH within two years:

Returns to homelessness in two years from TH: C/A = % of persons returning to homelessness within two years.

**General-Use Transitional Housing and Joint TH and PH-RRH if using this measure:**

Indicate the number in the box marked “A” above to show the median number of bed nights in your project for this fiscal year. Please round up to the nearest whole number.

Renewal projects should complete Tables 1, 2, or 3, depending on project type. New projects should complete tables 4 or 5 depending on project type. Proposed projects may submit up to three (3) APRs from comparable projects.

### 1. Permanent Supportive Housing

<table>
<thead>
<tr>
<th>Outcome Measure</th>
<th>Use APR for Outcomes A-D</th>
<th>Benchmark</th>
<th>Self Score: Please see scoring sheet for score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. People Retaining permanent housing &gt; 12 months</td>
<td></td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>B. Adults stayers and leavers who maintain or increase income</td>
<td></td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>C. Adults obtaining or maintaining non-cash mainstream benefits</td>
<td></td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>D. % of person who exited to homelessness</td>
<td></td>
<td>&lt;10%</td>
<td></td>
</tr>
</tbody>
</table>
### 2. Rapid Rehousing and Transition Aged Youth-Serving TH

<table>
<thead>
<tr>
<th>Outcome Measure</th>
<th>Use APR for Outcomes A-D</th>
<th>Benchmark</th>
<th>Self Score: Please see scoring sheet for score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. People Who Obtain Permanent Housing</td>
<td></td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>B. Adult Stayers and Leavers Who Increase Income</td>
<td></td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>C. Adults obtaining or maintaining non-cash mainstream benefits</td>
<td></td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>D. Returns to Homelessness</td>
<td></td>
<td>&lt;10%</td>
<td></td>
</tr>
</tbody>
</table>

### 3. General Use Transitional Housing

<table>
<thead>
<tr>
<th>Outcome Measure</th>
<th>APR for Outcomes A-D</th>
<th>Benchmark</th>
<th>Self Score: Please see scoring sheet for score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. People Who Obtain Permanent Housing</td>
<td></td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>B. Adults Stayers and Leavers Who Maintained or Increased Income</td>
<td></td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>C. Adults obtaining or maintaining non-cash mainstream benefits</td>
<td></td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>D. Average Length of Stay in Program</td>
<td></td>
<td>Average LOS &lt;180 days</td>
<td></td>
</tr>
</tbody>
</table>
### 4. Proposed Permanent Supportive Housing

<table>
<thead>
<tr>
<th>Outcome Measure</th>
<th>Benchmark</th>
<th>APR # 1 date range:</th>
<th>APR # 2 date range:</th>
<th>APR # 3 date range:</th>
<th>Self Score: Please see scoring sheet for score</th>
</tr>
</thead>
<tbody>
<tr>
<td>People Retaining permanent housing &gt; 12 months</td>
<td>90%</td>
<td>APR #1 project:</td>
<td>APR #2 Project:</td>
<td>APR #3 Project:</td>
<td></td>
</tr>
<tr>
<td>Adults Stayers and Leavers Who Maintained or Increased Income</td>
<td>50%</td>
<td>APR #1 Grantee:</td>
<td>APR #3 Grantee:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adults obtaining or maintaining non-cash mainstream benefits</td>
<td>56%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of person who exited to homelessness</td>
<td>&lt;10%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 5. Proposed Rapid Rehousing or Joint TH and PH-RRH

<table>
<thead>
<tr>
<th>Outcome Measure</th>
<th>Benchmark</th>
<th>APR # 1 date range:</th>
<th>APR # 2 date range:</th>
<th>APR # 3 date range:</th>
<th>Self Score: Please see scoring sheet for score</th>
</tr>
</thead>
<tbody>
<tr>
<td>People who obtain permanent housing</td>
<td>80%</td>
<td>APR #1 project:</td>
<td>APR #2 project:</td>
<td>APR #3 project:</td>
<td></td>
</tr>
<tr>
<td>Adult stayers and leavers who increase income</td>
<td>30%</td>
<td>APR #1 Grantee:</td>
<td>APR #3 Grantee:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adults obtaining or maintaining non-cash mainstream benefits</td>
<td>56%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Returns to Homelessness or</td>
<td>&lt;10%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
D. Length of Stay in TH (option for Joint TH and PH-RRH project) | <180 days

Optional Narrative: If the performance data covering 10/1/15-9/30/16, does not accurately reflect the performance of your program, please address it in the narrative space below. Examples can include, but are not limited to: PSH programs that had exits to homelessness, but only after multiple attempts at rehousing; smaller programs for which a single negative exit had a disproportionate effect; changes to program that have improved performance since the reporting period; histories of strong performance over time; etc. Projects must attach back up documentation such as APRs from other time periods if they want reviewers to consider performance from a different period.

4. GRANT MANAGEMENT (Up to 25 points)

The Grant Management section contains evidence of LOCCS draws, and submission of on-time APRs, which are the responsibility of the Grantee Agency. Any sub-grantees completing the local application on behalf of the project can obtain the information for this section from the grantee.

a. Spending (Up to 5 points):

HUD and Congress have both emphasized the importance of spending all allocated grant funds each contract year.

i. All applicants must complete this chart, even if the project had no funds remaining in the most recent grant year.

<table>
<thead>
<tr>
<th>Unspent funds</th>
<th>Dates of grant year</th>
<th>Amount of Total Grant awarded</th>
<th>Amount unspent and returned</th>
<th>% of grant award unspent (Amount unspent / Amount of Total Grant)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most recently completed grant year</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Previous Year</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 In the case that a submitted APR is missing from your list, please contact your HUD Program officer to see about having the issue corrected. If that is not possible, written verification of the on-time submission from the Program Office to accompany the screenshot will be sufficient.
ii. Please explain any unspent grant funds in the most recent program year. Narratives with detailed explanation and strategies to reduce under-spending will be awarded more points.

iii. If in the most recent program year, and at least one other year in the last three, under-spent funds exceeded 5% or more of the grant, please provide additional detail on unspent funds in earlier years. Explain both patterns and one-time occurrences leading to this result. Describe what steps have been taken to increase expenditures in the current and coming years. Narratives with detailed explanation and strategies to reduce under-spending will be awarded more points. (limit 250 words)

b. Reports and Invoicing – (Up to 10 points)

i. Timely Submission of APRs:
Proof of timely submissions can be demonstrated via e-snaps as indicated in the screen shot below.

   End date of Grant

   Due date of APR

   Submission dates of APR:

   Most Recent Year
   Prior Year
   Two years Prior

Submissions must include all columns presented below. Proposed projects may submit proof of timely submission of APRs for a comparable program and/or other federal grants and progress reports.
ii. Timely Draw Downs from LOCCS - Primary Grantees only, for their projects and any sub-recipient projects. Proof of timely draw downs can be demonstrated via LOCCS, as indicated in the screen shot below.

<table>
<thead>
<tr>
<th>Funding Opportunity Name</th>
<th>Start Date</th>
<th>End Date</th>
<th>Associate Type</th>
<th>Version</th>
<th>Date Submitted</th>
</tr>
</thead>
<tbody>
<tr>
<td>CoC Full Annual Performance Report CoC Full APR - General</td>
<td>Jul 19, 2010</td>
<td>Jun 1, 2020</td>
<td>Primary Applicant</td>
<td>1</td>
<td>Jan 20, 2012 2:08:48 PM</td>
</tr>
<tr>
<td>CoC Full Annual Performance Report CoC Full APR - General</td>
<td>Jul 19, 2010</td>
<td>Jun 1, 2020</td>
<td>Primary Applicant</td>
<td>1</td>
<td>Jan 8, 2013 8:49:36 PM</td>
</tr>
<tr>
<td>CoC Full Annual Performance Report CoC Full APR - General</td>
<td>Jul 19, 2010</td>
<td>Jun 1, 2020</td>
<td>Primary Applicant</td>
<td>1</td>
<td>Jan 15, 2015 6:41:56 PM</td>
</tr>
<tr>
<td>Exhibition 2 FY2009 Exhibition 2 Applicant Submission</td>
<td>Sep 24, 2008</td>
<td>Nov 25, 2009</td>
<td>Primary Applicant</td>
<td>1</td>
<td>Oct 21, 2009 7:02:04 PM</td>
</tr>
<tr>
<td>Renewal Project Application FY2014 C1.9a Renewal Application Issues and Conditions</td>
<td>Sep 16, 2014</td>
<td>Dec 31, 2017</td>
<td>Primary Applicant</td>
<td>2</td>
<td>Sep 18, 2015 6:45:23 PM</td>
</tr>
<tr>
<td>Exhibit 2 FY2009 Exhibition 2 Applicant Submission</td>
<td>Jul 24, 2008</td>
<td>Jan 1, 2010</td>
<td>Primary Applicant</td>
<td>1</td>
<td>Sep 17, 2008 12:40:37 PM</td>
</tr>
<tr>
<td>CoC Full Annual Performance Report CoC Full APR - General</td>
<td>Jul 19, 2010</td>
<td>Jun 1, 2020</td>
<td>Primary Applicant</td>
<td>1</td>
<td>Feb 27, 2013 7:29:18 PM</td>
</tr>
<tr>
<td>CoC Full Annual Performance Report CoC Full APR - General</td>
<td>Jul 19, 2010</td>
<td>Jun 1, 2020</td>
<td>Primary Applicant</td>
<td>1</td>
<td>Feb 27, 2013 7:29:18 PM</td>
</tr>
<tr>
<td>Exhibit 2 FY2010 Exhibition 2 Applicant Submission</td>
<td>Sep 20, 2010</td>
<td>Nov 18, 2010</td>
<td>Primary Applicant</td>
<td>2</td>
<td>Nov 15, 2010 1:17:47 PM</td>
</tr>
</tbody>
</table>

Grant year from [ ] to [ ]

Dates of draw requests from last two grant cycles

Submissions must include all columns as presented below. Proposed projects may submit proof of timely draw downs for a comparable program or other federal grants and progress reports.
c. Proof of Eligibility (Up to 5 points):

Describe the project’s eligibility criteria, and policy and procedures for documentation and verification of client eligibility. New projects can describe the proposed eligibility criteria, policies, and procedures.

<table>
<thead>
<tr>
<th>Voucher No</th>
<th>Entered Date</th>
<th>Amount</th>
<th>Schedule No</th>
<th>Est Deposit Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>501-329773</td>
<td>07-07-2016</td>
<td>187,675.48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>501-329865</td>
<td>05-24-2016</td>
<td>771,356.60</td>
<td>LB4792</td>
<td>05-25-2016</td>
</tr>
<tr>
<td>501-329861</td>
<td>05-24-2016</td>
<td>186,085.60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>501-329942</td>
<td>02-11-2016</td>
<td>1,055,543.60</td>
<td>LH4456</td>
<td>03-15-2016</td>
</tr>
<tr>
<td>501-186248</td>
<td>11-26-2015</td>
<td>170,012.00</td>
<td>LH4224</td>
<td></td>
</tr>
</tbody>
</table>

**d. Capacity and Utilization (Up to 5 Points):**

i. Renewing projects should submit the information below, verifiable by their program APR. Proposed projects should submit the information below, verifiable by APR, for a comparable program.

**Site-based Projects (PSH and TH):**

Number of Units in project = 

Average # of Households served = to find this value add the four PIT Counts of households divided by 4 (Q 8.b) fields B+C+D+E/4 = 

<table>
<thead>
<tr>
<th>8b - Point-In-Time Count of Persons on the Last Wednesday</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Total&quot;</td>
</tr>
<tr>
<td>&quot;January&quot;</td>
</tr>
<tr>
<td>&quot;April&quot;</td>
</tr>
<tr>
<td>&quot;July&quot;</td>
</tr>
<tr>
<td>&quot;October&quot;</td>
</tr>
</tbody>
</table>

Utilization Rate: Average # of Households / Number of Units in Project
Scattered Site PSH and RRH Projects

Number of contracted subsidies/slots in project = 

Households served = APR question 8.a (field A below) 

<table>
<thead>
<tr>
<th>&quot;Total Households&quot;</th>
<th>&quot;Total&quot;</th>
<th>&quot;Without Children&quot;</th>
<th>&quot;With Children and Adults&quot;</th>
<th>&quot;With Only Children&quot;</th>
<th>&quot;Unknown Household Type&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Utilization Rate = # of Households served / Number of contracted subsidies in project = 

ii. Please explain if your existing project was utilized at less than 80% for the program year. Narratives with detailed explanation and strategies to reduce under-utilization may be awarded some points in this section.

5. ORGANIZATIONAL CAPACITY (Up to 13 Points)

a. HMIS Data Quality (Up to 2 points)

In previous applications, applicants have been required to run the HMIS Data Completeness Report Card. In 2017, due to changes in the APR, data quality can now be extracted directly from that report, with no need to run an additional data quality report. Applicants can find their data quality to plug in the formula below in APR questions 6a through 6e.

<table>
<thead>
<tr>
<th>Data Element</th>
<th>Client Doesn't Know</th>
<th>Information Missing</th>
<th>Data Issues</th>
<th>% of Error Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSN</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DOB</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Race</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
To find the average score for your project:
\[
\frac{(A + B + C + D + E)}{5} = \% \text{ that will serve as the project grade}
\]

Insert your average percentage here: \[
\% \quad \text{(from the equation above)}
\]

b. Fiscal Management – Grantees only (Up to 4 points)

Does this project or the applicant agency have any of the following issues: 1) Any audit or monitoring findings from any HUD source (these could include, but are not limited to: ESG, HOPWA, HOME, CDBG as well as CoC funding) that have not been satisfactorily resolved; 2) A current outstanding obligation to HUD which is in arrears or for which a payment schedule has not been agreed upon; 3) Audit findings from your Annual Independent Audit that have not been resolved?

☐ No  ☐ Yes

If yes, explain status of issues:
Attach a copy of the direct grantee’s most recent Annual Independent Audit / Financial Statement from no earlier than 12/31/2015 Audits from sub-grantees are not required. Applicants who can provide a link to an on-line version of your audit may do so for ease of submission by including the link in your cover email. All other applicants please submit your documents in PDF form attached to your submission email. Explain if the audit is not for the most recently finished fiscal year. All applicants must include a copy of their Annual Independent Audit regardless of answer to any of the questions in this section.

c. Quality Assurance Narrative (Up to 7 points)

*Narrative:* Please use the space below to describe policies, procedures and actions the project and its sponsor take to ensure continuous quality improvement. How does the agency stay abreast of and implement best practices in the field? How is quality of service, consumer satisfaction and program performance assessed and maintained? Please address how data is used in planning and program management as well as how often it is updated and data quality reports run and errors corrected. How is staff trained and managed to ensure high quality of care? New projects may respond to this question with examples from comparable programs and projected quality assurance policies for the proposed project.
## Points for Rating and Ranking of Renewal Projects and Self Score Chart

### Total points available = 100

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Primary Activity type = 5 Points maximum</td>
<td></td>
</tr>
<tr>
<td>□ Existing Permanent Housing (PSH &amp; RRH) and Youth-Serving TH = <strong>5 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Proposed new Joint TH and PH-RRH = <strong>5 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Proposed new Permanent Housing (PSH and RRH) = <strong>3 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ General use (non-youth serving) Transitional Housing = <strong>3 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Provides PSH to 100% of chronically homeless households as evidenced by EveryOne Home HUD Target Population Report = <strong>10 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Existing PSH proposing to become PSH/DedicatedPLUS = <strong>9 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Proposes to provide new PSH to 100% of chronically homeless households as evidenced by an executed Home Stretch MOU = <strong>8 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Provides PSH and fills 100% of turnover with chronically homeless households as evidenced by EveryOne Home HUD Target Population Report = <strong>8 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Proposes to provide new PSH/DedicatedPLUS as evidenced an executed by contract language, EveryOne Home HUD Target Population Report and a written agreement to utilize the Home Stretch MOU = <strong>7 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Provides Rapid Rehousing to families, individuals and/or transition aged youth (TAY) as evidenced by APR = <strong>8 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Proposes Rapid Rehousing or Joint TH and PH-RRH for families, individuals and/or transition aged youth (TAY) = <strong>6 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Serves transition aged youth as evidenced by EveryOne Home HUD Target Population Report showing <strong>80%</strong> plus of heads of household in this category = <strong>6 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Serves transition aged youth as evidenced by EveryOne Home HUD Target Population Report showing <strong>50%</strong> plus of heads of household in this category = <strong>3 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Serves veterans as evidenced by EveryOne Home HUD Target Population Report showing <strong>80%</strong> plus of heads of household in this category = <strong>6 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ Serves veterans as evidenced by EveryOne Home HUD Target Population Report showing <strong>50%</strong> plus of heads of household in this category = <strong>3 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ EveryOne Home HUD Target Population Report demonstrates that <strong>75%</strong> or more of households entered project from the streets or other places not meant for human habitation = <strong>8 Points</strong></td>
<td></td>
</tr>
<tr>
<td>□ EveryOne Home HUD Target Population Report demonstrates that <strong>50%</strong> or more of households entered project from the streets or other places not meant for human habitation = <strong>4 Points</strong></td>
<td></td>
</tr>
</tbody>
</table>
2. EveryOne Home HUD Target Population Report demonstrates that 75% or more of households are fleeing domestic violence and/or human trafficking = **6 Points**

2.b Housing First and Low Barrier = 10 Points

- Housing First Narrative Questions = up to **4 Points** as determined by application scorers. An additional 6 points will be awarded if project required HF documents demonstrate adherence to specific Housing First principles. *All applicable boxes can be checked and points will be cumulative up to 10 points for this section*

- Eligibility Criteria/Housing Application provided for renewing projects, **proposed for new projects** demonstrate low barriers to entry and no preconditions. To earn maximum points in this section documents must demonstrate project does not reject individuals and families with criminal histories = **2 Points**

- Participant Agreement, Lease, and/or House Rules provided for renewing projects, **proposed for new projects** demonstrate voluntary participation in services and prioritizing engagement and problem-solving over therapeutic goals = **2 Points**

- Participant Agreement, Lease, and/or House Rules provided for renewing projects, **proposed for new projects** demonstrate project prioritizes rapid placement and stabilization in permanent housing including showing eviction back to homelessness is avoided = **2 Points**

2.c Cost Effectiveness = **5 points**

- Actual costs for renewals and budgeted costs for new proposals will be scored

- Average annual per unit/slot is 25% or more below average of comparable projects in package = **5 Points**

- Average annual per unit/slot is 1-25% or more below average of comparable projects in package = **3 Points**

- Average annual per unit/slot is at average = **2 Points**

- Average annual per unit/slot is higher than average = **0 Points**

3 Performance Outcomes = 32 Points maximum

- If Applicant adds optional narrative (page 22) and provides documentation for support, scorers may award full points value for specific performance outcome(s).

See Sector Specific Benchmarks and Self Scoring Charts on the following pages.

4 Grant Management = up to 25 Points maximum

- Existing project had no unexpended funds in the last grant year. = **5 Points**

- Proposed project applicant has a record of fully expending comparable grants = **5 Points**
<table>
<thead>
<tr>
<th><strong>4.b Reports and Invoicing</strong></th>
<th>10 points maximum</th>
</tr>
</thead>
</table>
| □ Project provided evidence of on time submission of APRs and quarterly LOCCS draws for the last two grant cycles or for as long as the project has operated if less than three years old = **10 Points**  
□ Proposed projects can provide evidence through three (3) maximum APRs and quarterly LOCCS draws for the last two grant cycles for a comparable program. = **10 Points**  
□ Project provided evidence of on-time submission of APRs and quarterly LOCCS draws for the last two grant cycles or for as long as the project has operated if less than three years old, at least 75% of time = **5 Points** |

<table>
<thead>
<tr>
<th><strong>4.c Proof of Eligibility</strong></th>
<th><strong>5 points maximum</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Narrative for existing and proposed project describes adequate procedures for determining and documenting participant eligibility; narratives for both project types which contain more detail will score higher. = <strong>up to 5 Points</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>4.d Utilization</strong></th>
<th><strong>5 points maximum</strong></th>
</tr>
</thead>
</table>
| □ The project was fully utilized during the program year = **5 Points**  
□ The existing project was utilized to 90% during the program year. Proposed projects who were fully utilized during the program year in a comparable program = **4 Points**  
□ The project was utilized to 80% during the program year = **2 Points**  
□ The project was utilized at less than 80% for the program year = **0 Points**  
□ The project was utilized at less than 80% for the program year, and has provided a reasonable explanation (as determined by application scorers). Narratives with detailed explanation and strategies to reduce under-utilization may be awarded some points. |

<table>
<thead>
<tr>
<th><strong>5. Organizational Capacity</strong></th>
<th><strong>13 points maximum for entire section</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>5.a HMIS: Data Completeness Report Card</strong></th>
<th><strong>2 Points maximum</strong></th>
</tr>
</thead>
</table>
| □ Exiting project’s data quality score is greater than or equal to 95%. Proposed projects have a data quality score greater than or equal to 95% for a comparable program = **2 Points**  
□ Greater than or equal to 90% and below 95% = **1 Point**  
□ Below 90% = **0 Points** |

<table>
<thead>
<tr>
<th><strong>5.b Fiscal Management</strong></th>
<th><strong>4 points maximum</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Existing and proposed projects provided the most recent annual independent audit (or financial statement if audit is not required) from no earlier than FYE ending December 31, 2015, that shows no findings or areas of concern in the management letter = <strong>up to 4 Points.</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>5.c Quality Assurance</strong></th>
<th><strong>7 Points maximum</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Existing or proposed project will be scored a <strong>maximum of 7 points</strong> for their quality assurance narrative.</td>
<td></td>
</tr>
</tbody>
</table>
# 2017 Scoring for Outcome Measures, by Sector

## 1. Permanent Supportive Housing

<table>
<thead>
<tr>
<th>Measure</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Retains and/or exits to other Permanent Housing &gt; 12 months</td>
</tr>
<tr>
<td></td>
<td>95%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Meets or exceeds local benchmark in an existing project = <strong>10 Points</strong></td>
</tr>
<tr>
<td>□ Proposes to meet or exceed local benchmark in a new project and has demonstrated capacity from similar projects = <strong>10 Points</strong></td>
</tr>
<tr>
<td>□ Is within 5 percentage points of the local benchmark in existing project = <strong>8 Points</strong></td>
</tr>
<tr>
<td>□ Is within 10 percentage points of the local benchmark within an existing project = <strong>4 Points</strong></td>
</tr>
<tr>
<td>□ Is &gt; 10 percentage points below the local benchmark in existing project = <strong>0 Points</strong></td>
</tr>
<tr>
<td>□ Project proposes outcomes that do not meet local benchmark and/or evidence from prior projects indicates that applicant cannot meet local benchmark = <strong>0 Points</strong></td>
</tr>
</tbody>
</table>

| B | Adults who maintain or increase income |
| | 50% of leavers and stayers |

<table>
<thead>
<tr>
<th>Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Meets or exceeds local benchmark in existing project = <strong>7 Points</strong></td>
</tr>
<tr>
<td>□ Proposes to meet or exceed local benchmark in a new project and has demonstrated capacity from similar projects = <strong>7 Points</strong></td>
</tr>
<tr>
<td>□ Is within 5 percentage points of local benchmark in existing project = <strong>5 Points</strong></td>
</tr>
<tr>
<td>□ Is within 10 percentage points of local benchmark in existing project = <strong>3 Points</strong></td>
</tr>
<tr>
<td>□ Is &gt; 10 percentage points below the local benchmark in existing project = <strong>0 Points</strong></td>
</tr>
<tr>
<td>□ Project proposes outcomes that do not meet local benchmark and/or evidence from prior projects indicates that applicant cannot meet local benchmark = <strong>0 Points</strong></td>
</tr>
</tbody>
</table>

| C | Obtains/ maintains non-cash mainstream benefits |
| | 56% leavers and stayers |

<table>
<thead>
<tr>
<th>Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Meets or exceeds local benchmark in existing project = <strong>7 Points</strong></td>
</tr>
<tr>
<td>□ Proposes to meet or exceed local benchmark in a new project and has demonstrated capacity from similar projects = <strong>7 Points</strong></td>
</tr>
<tr>
<td>□ Is within 5 percentage points of local benchmark in existing project = <strong>5 Points</strong></td>
</tr>
<tr>
<td>□ Is within 10 percentage points of local benchmark in existing project = <strong>3 Points</strong></td>
</tr>
<tr>
<td>□ Is &gt; 10 percentage points below the local benchmark in existing project = <strong>0 Points</strong></td>
</tr>
<tr>
<td>□ Project proposes outcomes that do not meet local benchmark and/or evidence from prior projects indicates that applicant cannot meet local benchmark = <strong>0 Points</strong></td>
</tr>
</tbody>
</table>

| D | Exits to Homelessness |
| | <10% |

<table>
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<td>□ Meets or exceeds local benchmark in existing project = <strong>8 Points</strong></td>
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<td></td>
<td>☑ Is within 10 percentage points of local benchmark = <strong>6 Points</strong></td>
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<tr>
<td></td>
<td></td>
<td>☑ Is within 15 percentage points of local benchmark = <strong>3 Points</strong></td>
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<td></td>
<td></td>
<td>☑ Is &gt; 15 percentage points below the local benchmark = <strong>0 Points</strong></td>
</tr>
<tr>
<td><strong>C</strong> Obtain or Maintain non-cash Mainstream Benefits</td>
<td>56% leavers and stayers</td>
<td>☑ Meets or exceeds HUD benchmark = <strong>7 Points</strong></td>
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<td></td>
<td>☑ Is &gt; 10 percentage points below the local benchmark = <strong>0 Points</strong></td>
</tr>
<tr>
<td><strong>D</strong> Length of Time Homeless (length of stay in program)</td>
<td>Average LOS &lt;180 days</td>
<td>☑ Meets or exceeds local benchmark = <strong>8 Points</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>☑ Is within 10% of local benchmark = <strong>4 Points</strong></td>
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<tr>
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<td></td>
<td>☑ Is within 20% of local benchmark = <strong>2 Points</strong></td>
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<td></td>
<td></td>
<td>☑ Is &gt; 21% above local benchmark = <strong>0 Points</strong></td>
</tr>
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### Points for Rating and Ranking of Renewal Projects and Self Score Chart

**Total points available = 100**

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Primary Activity type = 5 Points maximum</td>
<td>- Existing Permanent Housing (PSH &amp; RRH) and Youth-Serving TH = 5 Points</td>
</tr>
<tr>
<td></td>
<td>- Proposed new Joint TH and PH-RRH = 5 Points</td>
</tr>
<tr>
<td></td>
<td>- Proposed new Permanent Housing (PSH and RRH) = 3 Points</td>
</tr>
<tr>
<td></td>
<td>- General use (non-youth serving) Transitional Housing = 3 Points</td>
</tr>
</tbody>
</table>

| **2** HUD Priorities = 25 Points maximum                                  | Provides PSH to 100% of chronically homeless households as evidenced by EveryOne Home HUD Target Population Report = 10 Points |
|                                                                           | Existing PSH proposing to become PSH/DedicatedPLUS = 9 Points         |
|                                                                           | Proposes to provide new PSH to 100% of chronically homeless households as evidenced by an executed Home Stretch MOU = 8 Points |
|                                                                           | Provides PSH and fills 100% of turnover with chronically homeless households as evidenced by EveryOne Home HUD Target Population Report = 8 Points |
|                                                                           | Proposes to provide new PSH/DedicatedPLUS as evidenced an executed by contract language, EveryOne Home HUD Target Population Report and a written agreement to utilize the Home Stretch MOU = 7 Points |
|                                                                           | Provides Rapid Rehousing to families, individuals and/or transition aged youth (TAY) as evidenced by APR = 8 Points |
|                                                                           | Proposes Rapid Rehousing or Joint TH and PH-RRH for families, individuals and/or transition aged youth (TAY) = 6 Points |
|                                                                           | Serves transition aged youth as evidenced by EveryOne Home HUD Target Population Report showing 80% plus of heads of household in this category = 6 Points |
|                                                                           | Serves transition aged youth as evidenced by EveryOne Home HUD Target Population Report showing 50% plus of heads of household in this category = 3 Points |
|                                                                           |Serves veterans as evidenced by EveryOne Home HUD Target Population Report showing 80% plus of heads of household in this category = 6 Points |
|                                                                           | Serves veterans as evidenced by EveryOne Home HUD Target Population Report showing 50% plus of heads of household in this category = 3 Points |
|                                                                           | EveryOne Home HUD Target Population Report demonstrates that 75% or more of households entered project from the streets or other places not meant for human habitation = 8 Points |
|                                                                           | EveryOne Home HUD Target Population Report demonstrates that 50% or more of households entered project from the streets or other places not meant for human habitation = 4 Points |

*Check any boxes that are true and can be verified by back up documentation. Project will receive the score from the highest single point value that can be verified, section is not cumulative.*

*If Applicant adds optional narrative (page 11) and provides documentation for support, scorers may award full points value for the specific target population(s).*
<p>| | |</p>
<table>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2.b Housing First and Low Barrier = 10 Points</td>
<td>Housing First Narrative Questions = up to 4 Points as determined by application scorers following Housing First Checklist (Principles: low barrier and no preconditions to entry; voluntary services and prioritizing engagement and problem-solving over therapeutic goals; and rapid placement and stabilization in permanent housing).</td>
</tr>
<tr>
<td>Housing First Narrative Questions = up to 4 Points as determined by application scorers. An additional 6 points will be awarded if project required HF documents demonstrate adherence to specific Housing First principles.</td>
<td>Eligibility Criteria/Housing Application provided for renewing projects, proposed for new projects demonstrate low barriers to entry and no preconditions. To earn maximum points in this section documents must demonstrate project does not reject individuals and families with criminal histories = 2 Points</td>
</tr>
<tr>
<td>All applicable boxes can be checked and points will be cumulative up to 10 points for this section</td>
<td>Participant Agreement, Lease, and/or House Rules provided for renewing projects, proposed for new projects demonstrate voluntary participation in services and prioritizing engagement and problem-solving over therapeutic goals = 2 Points</td>
</tr>
<tr>
<td>2.c Cost Effectiveness = 5 points Actual costs for renewals and budgeted costs for new proposals will be scored</td>
<td>Participant Agreement, Lease, and/or House Rules provided for renewing projects, proposed for new projects demonstrate project prioritizes rapid placement and stabilization in permanent housing including showing eviction back to homelessness is avoided = 2 Points</td>
</tr>
<tr>
<td>3 Performance Outcomes = 32 Points maximum</td>
<td>See Sector Specific Benchmarks and Self Scoring Charts on the following pages.</td>
</tr>
<tr>
<td>If Applicant adds optional narrative (page 22) and provides documentation for support, scorers may award full points value for specific performance outcome(s).</td>
<td></td>
</tr>
<tr>
<td>4 Grant Management = up to 25 Points maximum</td>
<td>Existing project had no unexpended funds in the last grant year. = 5 Points</td>
</tr>
<tr>
<td>4.a Spending = 5 Points maximum</td>
<td>Proposed project applicant has a record of fully expending comparable grants = 5 Points</td>
</tr>
</tbody>
</table>

Page 30 of 35
<p>| | |</p>
<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
</table>
|   | Proposed project applicant has a record of expending 95% of rental assistance grants in comparable projects = 3 Points  
Existing project had unexpended funds in the last grant year of greater than 5% of grant amount and is voluntarily reducing grant to expended amount = 5 Points  
Existing project had unexpended funds in the last grant year and has provided a reasonable explanation (as determined by application scorers) = up to 5 Points—Narratives with detailed explanation and strategies to reduce under-spending will be awarded more points. |
| 4.b Reports and Invoicing = 10 points maximum | Project provided evidence of on time submission of APRs and quarterly LOCCS draws for the last two grant cycles or for as long as the project has operated if less than three years old = 10 Points  
Proposed projects can provide evidence through three (3) maximum APRs and quarterly LOCCS draws for the last two grant cycles for a comparable program. = 10 Points  
Project provided evidence of on-time submission of APRs and quarterly LOCCS draws for the last two grant cycles or for as long as the project has operated if less than three years old, at least 75% of time = 5 Points |
| 4.c Proof of Eligibility = 5 points maximum | Narrative for existing and proposed project describes adequate procedures for determining and documenting participant eligibility; narratives for both project types which contain more detail will score higher. = up to 5 Points |
| 4.d Utilization = 5 points maximum | The project was fully utilized during the program year = 5 Points  
The existing project was utilized to 90% during the program year. Proposed projects who were fully utilized during the program year in a comparable program = 4 Points  
The project was utilized to 80% during the program year = 2 Points  
The project was utilized at less than 80% for the program year = 0 Points  
The project was utilized at less than 80% for the program year, and has provided a reasonable explanation (as determined by application scorers). Narratives with detailed explanation and strategies to reduce under-utilization may be awarded some points. |
| 5. Organizational Capacity = 13 points maximum for entire section |   |
| 5.a HMIS: Data Completeness Report Card = 2 Points maximum | Exiting project’s data quality score is greater than or equal to 95%. Proposed projects have a data quality score greater than or equal to 95% for a comparable program = 2 Points  
Greater than or equal to 90% and below 95% = 1 Point  
Below 90% = 0 Points |
| 5.b Fiscal Management = 4 points maximum | Existing and proposed projects provided the most recent annual independent audit (or financial statement if audit is not required) from no earlier than FYE ending December 31, 2015, that shows no findings or areas of concern in the management letter = up to 4 Points. |
| 5.c Quality Assurance = 7 Points maximum | Existing or proposed project will be scored a maximum of 7 points for their quality assurance narrative. |
### 2017 Scoring for Outcome Measures, by Sector

#### 1. Permanent Supportive Housing

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<td>A Retains and/or exits to other Permanent</td>
<td>95%</td>
<td>- Meets or exceeds local benchmark in an existing project = <strong>10 Points</strong>&lt;br&gt;- Proposes to meet or exceed local benchmark in a new project and has demonstrated capacity from similar projects = <strong>10 Points</strong>&lt;br&gt;- Is within 5 percentage points of the local benchmark in existing project = <strong>8 Points</strong>&lt;br&gt;- Is within 10 percentage points of the local benchmark within an existing project = <strong>4 Points</strong>&lt;br&gt;- Is &gt; 10 percentage points below the local benchmark = <strong>0 Points</strong>&lt;br&gt;- Project proposes outcomes that do not meet local benchmark and/or evidence from prior projects indicates that applicant cannot meet local benchmark = <strong>0 Points</strong></td>
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<td></td>
<td></td>
<td>- Is within 10 percentage points of local benchmark = 6 Points</td>
</tr>
<tr>
<td></td>
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<td>- Is within 15 percentage points of local benchmark = 3 Points</td>
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<td></td>
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<td>- Is &gt; 15 percentage points below the local benchmark = 0 Points</td>
</tr>
<tr>
<td>C Obtains or Maintains non-cash Mainstream Benefits</td>
<td>56% leavers and stayers</td>
<td>- Meets or exceeds HUD benchmark = 7 Points</td>
</tr>
<tr>
<td></td>
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<td>- Is within 5 percentage points of HUD benchmark = 6 Points</td>
</tr>
<tr>
<td></td>
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<td>- Is within 10 percentage points of HUD benchmark = 3 Points</td>
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<td>- Is &gt; 10 percentage points below the local benchmark = 0 Points</td>
</tr>
<tr>
<td>D Length of Time Homeless (length of stay in program)</td>
<td>Average LOS &lt;180 days</td>
<td>- Meets or exceeds local benchmark = 8 Points</td>
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<td>- Is within 10% of local benchmark = 4 Points</td>
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<td>- Is within 20% of local benchmark = 2 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Is &gt; 21% above local benchmark = 0 Points</td>
</tr>
</tbody>
</table>
19. I ran the EveryOne Home HUD Target Population Report for our PSH project and it only computes the numbers for two of the clients. I can see these were either the new entrants or exits for the year. Is that correct? I don't see how just getting the numbers for those two clients would represent the target population.

   A. Projects must also submit an APR for the reporting period 10/1/15-9/30/16. Question 5a, the Report Validation Table, accounts for all persons served and includes age, household type, chronic status and veteran status. Those reports will also be utilized in validating 2. target populations.

20. I cannot seem to get the Report 0701 - Returns to Homeless to run. I just get an empty report.

   A. If no clients exited to a Permanent Housing destination within the reporting period of the Returns to Homelessness Report, the report will show up as having no data. In this situation, attach the blank report as part of documentation. We will reduce the total possible score by 8 points (the maximum value of Outcome D). For example, if the project scored 77/100, with a blank report, it would now score 77/92.


   A. The EveryOne Home HUD Target Population Report is posted on the EOH website: here. Instructions on how to use the tool are also located on the EOH website: here.

22. Can a narrative section be added to the Reports and Invoicing (Section b. i. and b. ii., page 23) so applicants have an opportunity to explain any delays in their APR or Draw submissions (i.e. significant delay in HUD uploading APRs)?

   A. Please submit documentation from HUD confirming your submission of an APR or LOCCS draw on time if it was a HUD error/delay in uploading to e-snaps or LOCCS the record of your submission. An email from your Program Office to you attached to the application will be sufficient.

23. The application paragraph makes it sound like we have 12 months of program data that we "should" run the data and submit a full renewal application. Could you clarify that we can elect to not submit a renewal even if we have a first year of data?

   A. Yes, per page 2 of the local application: "Projects with a start date later than October 1, 2015 and one full year of program data may elect to receive the score awarded when they applied as a new project, or submit a full local application based on data from their start date to twelve months later. Only those projects electing to submit a full local application should check box on Page 8 and should run data from the start date to 12 months later. Those renewals that started after 10/1/15, with 12 months of data but electing to maintain the score awarded as a new applicant, can indicate that by putting the phrase "keeping our score as a new project" after their start date in the first box of Question f. on page 8 of the application.
24. I'm writing to report a possible error with the scoring tool for the NOFA: HMIS Data Quality (#5a). The formula asks us to provide the average % of error rate and divide, but it seems like it should either be using the "error count" to do this calculation instead of the error percentage.

   Ex: A 2% error. The formula calculates this as "2+0+0+0+0 / 5", so we get an "average percentage score" of 40% when in fact it should be more like 0.4%. Can you please review and advise how you wish us to score this factor ASAP?

   A: If the project has a 2% error rate in one of the five data categories, as per the example above, the formula would result in the answer .4%, meaning an average error rate of 4 tenths of 1%, not 40%. .4% is the answer that should be filled in for this question. Similarly, if the project has an error rate of 2% in all 5 categories, the formula would result in the answer 2%, which is what should go in answer box.

25. We have had the same residents in our PSH units for 4-5 years. When I run the "2017 – NOFA – Program Entry Report" it comes back with no resident data. I removed the date range and was able to get all the residents we have housed during the 10/1/15-9/30/16 reporting period, and copied that information into the tool. Is there another method or option to address the error?

   A. For PSH projects the Target Population Report was designed to identify persons who entered the project during the reporting period to validate that turnover is being filled by chronically homeless persons even if the project was not originally dedicated to that population. Projects must also submit an APR for the reporting period 10/1/15-9/30/15. Question 5a, the Report Validation Table, accounts for all persons served and includes age, household type, chronic status and veteran status. If you have had no turnover, the APR will also be utilized to validating target populations.

26. There is a separate application for HMIS projects. Can you please clarify what the HMIS projects are and if we need to complete this as part of our Local Application response?

   A: The HMIS Application is only to be completed by the HMIS team. All other projects must complete the 2017 Local Application. Costs for participating in HMIS are an allowable project cost, and can be included in your project applications in e-snaps as they have been previously.

27. In the application, the following are listed as required documents:
   - Proof of submission of the last three APRs, including due date and date of submission.
   - Proof of LOCCS draws, including date of draw request, for the last two complete grant cycles.

   Do you want them as attachments and not in the body?

   A. Yes, please include all required documents as attachments with your application submission. The list of required documents is on Page 5 of the 2017 Local Application.

28. We submitted our APR with our other documentation ahead of time. Do we need to re-run the APR using the new format, as reflected in the Local Application instructions? Or can I use the same numbers from the older version of APR that we already submitted?

   A. Back in June 2017, Projects were given the opportunity to submit back up documentation ahead of the local application process. The instructions for running reports referenced that the updated APR should be submitted. Projects should be sure that the APR they submitted is in HUD’s most recent format, and use the data...
29. I am a provider not in HMIS, and will draw the data points for HUD EveryOne Home Target Population Report from my own data system. How should I go about this and is there any suitable backup documentation I need to attach?

A. Applicants not on HMIS can submit reports from a comparable database. Please look at pages 15-16 of the updated EveryOne Home Target Population Report Instructions for details of what is calculated for each data point. Your organization will need to submit tables with these data in lieu of the provided excel file. For backup documentation, please submit a report—generated by your comparable database—of a list of new program entries within the period of 10/1/15-9/30/16, with personal confidential identifying information redacted. The generated report needs to include all demographics information needed to calculate the EOH Target Population Report.
HUD COC NOFA

See the results of the 2017 final local competition below:

ALAMEDA COUNTY 2017 COC NOFA RATING AND RANKING LIST

Thank you to Applicants that submitted appeals to the Rating and Ranking list to be included in the 2017 CoC NOFA competition. A total of two appeals were received by the deadline and will be reviewed by the Appeals Panel. The Panel will review by 9/18/2017 and the results will be communicated to the respective projects.

A final Rating and Ranking list reflective of any changes generated by appealing projects will be issued by EveryOne Home staff, and published on the EveryOne Home website on 9/19/2017. The HUD NOFA Committee will approve and finalize the final Rating and Ranking list.

If you have any other questions please feel free to contact us at: info@everyonehome.org

EveryOne Home is responsible for facilitating Alameda County’s Continuum of Care (CoC) Program Funding Process Competition issued by the federal department of Housing and Urban Development (HUD). Each year we are responsible for rating and ranking projects currently receiving these federal

DOWNLOADS

2015 NOFA Community Planning Process
EveryOne Home is responsible for facilitating Alameda County's Continuum of Care (CoC) Program Funding Process Competition issued by the federal department of Housing and Urban Development (HUD). Each year we are responsible for rating and ranking projects currently receiving these federal dollars. Moreover, we will often invite applications for new or bonus projects—depending on the amount of funding available.

The 2017 HUD CoC NOFA was released on Friday, July 14, 2017, and the competition will close Thursday, September 28, 2017. Click here to review the Notice and find out more guidance from HUD.

### 2017 APPLICATION AND SUPPLEMENTAL MATERIALS

- 2017 Local Application
- 2017 HMIS Application
- Target Population Report Instructions
- EveryOne Home HUD Target Population Tool (Updated 8 16 17 Version)
- Home Stretch MOU
- 2017 HUD CoC NOFA Appeal Process
- 2017 Housing First Checklist
- Notification of PSH Opening
We will be emailing current and prospective grantees specific information about NOFA Timeline and next steps – as we move forward with this year’s NOFA Competition. Make sure you are on our email list by registering here.

2017 HUD CoC NOFA FAQs
- NOFA FAQs Part 1
- NOFA FAQs Part 2
- NOFA FAQs Part 3

Bidders’ Conference 8.11.17 Meeting Materials
- Presentation
- 2017 CoC NOFA Timeline Highlights

Community Input Session 8.7.17 Meeting Materials
- Agenda
- Notes
- NOFA 2017 Updates
- TH.PH.RRH Summary 8.3
- Strategic Direction Memo to NOFA Committee 8.3
- Input Session Presentation
ABOUT
The Plan
Our Governance
Leadership Board
Committees
Staff
Contact Us

OUR WORK
Coordinated Entry System
Operation Vets Home
Home Stretch
HUD CoC NOFA
Past Initiatives

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Calendar
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EveryOne Counts!
Progress Report
Other Publications
Property Managers

RESOURCES
Local and National Links
Looking for Housing?

EveryOne Home is a project of Tides Center, the nation's largest fiscal sponsor.

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101 Callan Ave.,
Suite 230
San Leandro, CA 94577
Map / directions
Phone: (510) 473 8643
info@everyonehome.org
2017 HUD CoC NOFA Competition
Bidders’ Conference

Alameda County HCD
224 West Winton Avenue, Hayward
Public Hearing Room
August 11th, 2017
1 – 3:00 pm
Agenda

1. Welcome
2. 2017 Guiding Principles
3. Local Process and Key Dates
4. Strategic Direction from HUD CoC Committee
5. 2017 NOFA: Key Changes
6. What we heard from Community
7. Overview of Local Application
8. Q & A Session
2017 Guiding Principles

• Maximize resources available to the community
• Package submitted will align with HUD priorities in order to meet local needs
• Prioritize ensuring existing residential capacity and housing stability is maintained system-wide
• Keep the renewal process as simple as possible
• Continue to emphasize project performance and the submission of projects that will meet HUD’s thresholds
• Support individual projects seeking to reallocate or reclassify where relevant
• Facilitate a clear, fair and transparent local process
Local Process and Key Dates

- **July 14th** - FY 2017 CoC Program Competition Opens: Notice of Funding Availability (NOFA) is released
- **August 1st** - HUD CoC and NOFA Committee held joint session. HUD CoC Committee proposes Strategic Direction to respond to 2017 NOFA
- **August 7th** - Community Input Session – NOFA 2017 updates and introduction of CoC Strategic Direction for stakeholders’ input
- **August 11th** - Bidders’ Conference: Committee finalized local process and application and releases it to applicants
Local Process and Key Dates

- **Aug 11 – Aug 24** – Frequently Asks Questions (FAQ) period: Staff and NOFA Committee will address applicant questions. Answers to all questions will be published on the EveryOne Home website.

- **August 30th by noon**: Local Applications due to info@everyonehome.org

- **September 13th**: E-Snaps Application due by Close of Business Day (CBD) and Rating and Ranking List release

- **Sept 13 – Sept 15**: Appeals period

- **September 19th**: Final Rating and Ranking List release

- **September 25th**: HomeStretch MOU signed Due - Complete Consolidated Application on EveryOne Home website Due

- **September 28th**: Submission due to HUD by 5:00 PST
Strategic Direction from HUD CoC Committee

The HUD CoC Committee considered several factors and sources in the development of the 2017 Strategic Direction given to the HUD NOFA sub-committee, including:

• Reviewing NOFA 2017 changes and opportunities, our 2016 score and HUD’s feedback
• Reviewing community input from 2016 NOFA and soliciting further input at an open meeting on 8/7/17
Strategic Direction

- Recommendation 1: **Reallocation of general purpose TH into new Joint TH and PH-RRH component:**
  - **Pursue reallocation that strengthens our system and application package and is aligned with our guiding principles**
  - **Continue to utilize strategies already in use:**
    - Maintaining a minimum scoring threshold to continue the reallocation of low performing projects regardless of project type-consistent with prior reallocation processes, and
    - Inviting voluntary reallocation
Strategic Direction

- Recommendation 2: **Strive to have 90% of PSH project beds either 100% dedicated to the chronically homeless or to the new HUD project PSH DedicatedPLUS**
  - An existing PSH project that is not 100% dedicated to serving the chronically homeless may indicate in its FY 2017 renewal project application that it will be a "DedicatedPLUS" project
Strategic Direction

- Recommendation 3: Solicit applications for bonus projects - Open to expansion and new bonus projects
- Recommendation 4: Limit revisions to the local applications to those that increase clarity, reduce work load and/or incorporate the above recommendations
- Recommendation 5: Utilize the same guiding principles as the 2016 NOFA round
NOFA 2017: Key Changes

- **Reallocation and Performance** (Page 10)
  - HUD is increasing the share of the CoC score that is based on *performance criteria*

- **Permanent Housing Bonus** (Page 11)
  - Can request up to 6% of Annual Renewal Demand (ARD) = $1,996,375 for 1 or more permanent housing bonus projects.

- **No Points for Project Type in Tier 2** (Page 16)
  - Program activity type criteria has been eliminated
NOFA 2017 Key Changes – New Projects

- **Joint TH and PH-RRH Joint Component** (Page 20)
  - Can be created with reallocated or bonus funds
  - Both activities are required in same project
  - A good approach in communities with high unsheltered populations

- **DedicatedPLUS** (Page 18)
  - Expands who can be served by PSH
  - An existing PSH project not 100% dedicated to serving the chronically homeless can self-declare – includes projects with 100% of beds dedicated to CH individuals and families
NOFA 2017: Key Changes

• **Expanding existing projects** (Page 12)
  ▫ Reallocated or bonus funds can now be used to expand an existing project rather than a stand-alone project

• **Code of Conduct** (Page 39)
  ▫ Projects need to check their Code of Conduct on file in *e-snaps* profile

• **Submit without changes**
  ▫ Renewing projects identical to prior years can select a “submit without changes” option in *e-snaps*
What we heard from Community

- **Primary Activity Type**
  - Keep same points for existing PSH – impacted on outcomes and performance by taking higher need clients
  - Challenges are the same for PSH and TH programs, in working with higher need clients and when a project is small

- **Addressing HUD and Local Priorities**
  - We can differ from HUD; projects need an opportunity to explain current practices and prioritization of populations not reflected on HUD required period
  - HomeStretch should propose a formal agreement to include projects
What we heard from Community

• **Addressing HUD and Local Priorities**
  ▫ If given priority points for projects who house chronically homeless and other high-need populations, there is a need to better track outcomes

• **Other Comments**
  ▫ If data during required HUD period does not accurately reflect performance, projects should have an opportunity to address it and earn points
  ▫ Open narrative questions (such as HF) should be strategic and targeted
  ▫ Build a robust appeals process
Overview of Local Application
Local Application: The Basics

• Local Application due to EveryOne Home on Wednesday, August 30th, 2017 at noon. Send submissions in PDF form to info@everyonehome.org

• Local Rating and Ranking list will be announced on Wednesday, September 13

• Final Rating and Ranking list due to appeals (if needed) will be published on September 19 at EveryOne Home website

• Complete Collaborative Application posted on EveryOne Home website due September 25th, 2017
Local Application

- Single Project Application for renewing projects and new projects funded with reallocated or bonus funds for the following project types:
  - **Renewing** Transitional Housing (TH) (both youth-serving and general-use),
  - **Renewing** Permanent Supportive Housing (PSH),
  - **Renewing** Rapid Rehousing (RRH),
  - **Renewing Coordinated Entry** (SSO for CES)
  - **New RRH** (individuals and families, including unaccompanied youth)
  - **New Joint TH and PH-RRH component**
  - **New PSH DedicatedPLUS or PSH with 100% CH**—New this year, new projects can serve to expand existing renewals (Page 12)
Available Funds

- Tier 1 is 94 Percent of the CoC’s ARD amount
- Permanent Housing Bonus: 6% of CoC’s ARD
  - Annual Renewal Demand (ARD) = $33,272,919
  - Tier 1 Amount = 94% ARD = $31,276,544
  - Permanent Housing Bonus = $1,996,375
  - Tier 2 (ARD-Tier 1 + bonus) = $3,992,750
  - Total = $35,269,294
  - CoC Planning Grant = $998,188
  - $36,267,482
Threshold Requirements New for 2017

Local Process

• All applicants who receive HUD CoC funding are required to participate in Coordinated Entry (CE)
  ▫ Applicants will be required to certify in application they are aware of this expectation and are already complying or will comply with CE
  ▫ Projects must notify CE of all openings and fill those openings with participants referred from CE

• All PSH projects must execute a Memorandum of Understanding with Home Stretch and have an updated inventory on file with the CoC by September 25th at noon.
General Section

- Projects eligible to be renewed, but electing not to be included in 2017 application must complete and submit Section a-e of the General Section.

- Projects renewing for the first time not yet under contract, or were not in operation for a full 12 months since October 1, 2015 complete and submit Section a-e. Will receive score awarded when they applied as a new project and ranked on that score.

- Projects that started after October 1, 2015 and have twelve months worth of performance data, may elect to submit a full local application based on data from start date to twelve months later.

- Voluntary Reduction of grants
Reallocated and Bonus Funds

- The CoC welcomes voluntary reallocation of HUD funds. Projects that can be funded using reallocated dollars include:
  
a. New permanent supportive housing (PSH) projects that meet DedicatedPLUS requirements or new PSH projects where 100% of beds are for the chronically homeless.

b. New rapid rehousing (RRH) projects that will serve homeless individuals and families, including unaccompanied youth.

c. New Joint Transitional Housing (TH) and Permanent Housing-Rapid-Rehousing (TH-RRH) component projects.

d. New dedicated HMIS project

- The CoC can also apply for permanent housing bonus projects. Bonus funds may only be used for project types a. b. and c.
Appeals Process

• **What can be appealed:** An application that
  ▫ Was not evaluated according to the published local NOFA process **AND/OR**
  ▫ Evaluated in a way that violates federal regulations **AND**
  ▫ The adjustment of scores has the possibility of changing in which Tier an Applicant project is ranked **OR** whether an Applicant project is included in the package at all.
    ▪ includes any Project who meet Appeals Criteria #1 **and/or** #2, and its initial Rating and Ranking score appears very close to the end of Tier 1, and can be moved down to Tier 2 as a result of scoring post appeals.
Appeals Process

• What is not eligible for appeal:
  ▫ Errors or omissions by project Applicants
  ▫ Projects that do not meet threshold
  ▫ Dissatisfaction with Project’s scores
  ▫ Need for funds
  ▫ Appeals submitted after stated deadline

• Process:
  ▫ Steps detailed in application.
Submission Requirements

• Submission of Local Application by **August 30th**
• Copies of all required back up documentation not submitted ahead of time as a PDF
  ▫ Projects that have submitted some or all their attachments previously should review the list carefully, as some required attachments have been added and others modified to make sure you have included all required documents.
  ▫ If you wish to replace documents previously submitted with updated versions (for example Housing First documents) attach them to your application and indicate in your *cover email* which documents you want replaced from your prior submission.
• Projects must also complete a project application in **e-snaps** by close of business on **September 13, 2017**.
  ▫ This year, renewal projects will have the opportunity to submit project application in **e-snaps** with no changes.
Mandatory Attachments due August 30th

- HMIS-Based Reports: **Reports should be run for the federal fiscal year October 1, 2015 – September 30, 2016, not the calendar year:**
  - EveryOne Home HUD Target Population Report.
  - An Annual Performance Report (APR).
  - System Performance Report 0701 – Exits to Permanent Housing with Return to Homelessness - Metric 2 – v03 **This report should be run by TAY-TH and RRH Projects.**
  - Applicants proposing **new projects** can submit up to 3 APRs from programs comparable as to what is being proposed. Reports should be from **October 1, 2015 – September 30, 2016.**
Mandatory Attachments due August 30th

• HMIS-Based Reports
  ▫ If the project has been operational for at least 12 months, but started after October 1, 2015, and is electing to submit a full local application, please use the first 12 months of operation for the report date range (e.g. if Project started December 1, 2015, run a report for December 1, 2015 – November 30, 2016)

• Housing First Documents
  ▫ Existing or Proposed Project Participant Agreement; Lease or sub-Lease, and/or House Rules.
  ▫ Existing or Proposed Eligibility Criteria and a Housing Application.
Mandatory Attachments due August 30th

- Grant and Fiscal Management Documents – Lead Agencies only
  - Proof of submission of the last three APRs, including due date and date of submission.
    - If a submitted APR is missing from your list, contact your HUD Program officer to see about having the issue corrected. If not possible, written verification of the on-time submission from the Program Office to accompany the screenshot will be sufficient.
  - Proof of LOCCS draws, including date of draw request, for the last two complete grant cycles.
  - Applicants proposing new projects can include APRs and LOCCS draws for comparable projects.
Mandatory Attachments due August 30th

• Grant and Fiscal Management Documents – Lead Agencies only
  ▫ Most recent annual audit with Management Letter—must be from a fiscal year ending December 31, 2015 or later. Proof of 501c3 standing if applicable. **Failure to provide standing (if applicable) can result in exclusion from the package.**
  ▫ Evidence of Site Control--this is required for any existing projects for which HUD is paying leasing, operating or rehabilitation cost on a building, both residential and service delivery sites. **Without evidence of site control for renewal projects for whom the above is true, the project cannot be included in the package.**
Threshold Requirements due on September 25th

- **NEW for PSH only**
  - HomeStretch MOU
  - PSH Inventory
Project Type and Meeting CoC and HUD Priorities (5 and 25 Points)

- Project Type – up to 5 points
  - 5 points for existing PH (PSH and RRH), youth serving TH and new Joint TH and PH-RRH
  - 3 points for proposed new permanent (PSH and RRH)
  - 3 points for General use (non-youth serving)

Transitional Housing
Project Type and Meeting CoC and HUD Priorities (5 and 25 Points)

- CoC and HUD’s priorities - up to 25 points
  - Target Populations and Severity of Need – 10 pts
    - Existing PSH proposing to become PSH/DedicatedPLUS = 9 Points
    - new PSH/DedicatedPLUS as evidenced an executed by contract language, EveryOne Home HUD Target Population Report and a written agreement to utilize the Home Stretch MOU = 7 Points
  - Optional Narrative added
- Housing First and Low Barrier – 10 points
- Cost Effectiveness – 5 points
Outcome Measures (up to 32 Points)

• Uses information APR’s, complete outcomes measure charts for the project types

• Measures required and benchmarks vary depending on program type
  A. Obtains or Retains Permanent Housing
  B. Adults who maintain or increase Income
  C. Obtains/Maintains non-cash Mainstream Benefits
  D. Exits or Returns to Homelessness OR length of time homeless

• Optional Narrative added
Grant Management (up to 25 Points)

A. Spending (5 pts)

B. Reports and Invoicing (10 pts)

C. Proof of Eligibility (5 pts.)

B. Utilization (5 pts)
Spending (5 pts)

a. Report on amount of unspent funds for past 3 years
b. Explain unspent grant funds in most recent grant year

c. Underspending of 5% or greater in most recent year and one other in last 3 years must be explained

• Narratives with detailed explanations and corrective strategies will earn more points
Reports and Invoicing (10 pts)

- Timely Submission of APRs (can be verified via e-snaps, as indicated in the application. New projects can provide proof of their timely APR submissions and/or progress reports from other federal grants)

- Timely draws from LOCCS (can be verified via LOCCS, per the screen shot in the application)
Capacity / Utilization (5pts) and Proof of Eligibility (5pts)

- Proof of Eligibility (5pts)
  - Provide eligibility criteria and procedures for documenting.

- Capacity / Utilization (5 pts)
  - Looking at how many people are served by the project on an annual basis, vs. how many people the project has capacity to serve.
HMIS (2 pts)

- Points based on percent of data quality must be higher than 95% to get 2 points, 90% to get 1
Fiscal Management (4pts)

- Address any findings in the management letter or with the management of federal grants.
- Organizations whose budget size do not require an Annual Independent Audit must still submit a Financial Statement according to general accounting principles.
- Audits and reports can be for fiscal years ending no earlier than 12/31/2015.
Quality Assurance (7 pts)

• Narrative on use of best practices, customer satisfaction, performance monitoring, use of data, staff training and quality of care

• Reviewers will score on the quality and comprehensiveness of narrative as well as how specific it is to the project.
Submission Deadlines and Requirements

• All project applications are due to EveryOne Home by Noon (12:00 pm) on Wednesday, August 30, 2017 – applications should be submitted electronically to info@everyonehome.org. Frequently Asked Questions (FAQ) period starts on August 11, 2017 and ends on August 24, 2017.

• Include back-up documentation in a PDF – this file name must include the name of the program and agency.

• Applicants that have on-line audits may provide a link in your cover email to the online location of your documents and do not need to submit a PDF of the audit.
Resources on Website

Electronic versions of the applications can be downloaded from the EveryOne Home website at: www.everyonehome.org.
Questions or Comments
EveryOne Home
Ending Homelessness in Alameda County
Join us on Friday for the Bidders' Conference!

Hello NOFA Grantees,

This is a reminder that the 2017 HUD CoC NOFA Bidders' Conference is this Friday, August 11th at 1pm. Please make sure to RSVP if you plan on attending below.

We strongly encourage NOFA grantees to attend the Bidders' Conference tomorrow. Please note that there are changes from last year's HUD CoC NOFA Competition and that the deadline for the 2017 local application is August 30th at noon. We will post materials from the meeting on our website afterwards.

Bidders' Conference (Release of Local Application)
Date: August 11, 2017
Time: 1 p.m. to 3 p.m.
Location: Alameda County Housing and Community Development
224 W Winton Ave, Room 160
Hayward, CA 94544
2017 HUD CoC NOFA: Frequently Asked Questions

Hi Dorcas,

Thank you for your questions on the local application. You can now download the Frequently Asked Questions on the EveryOne Home page below.

HUD CoC NOFA Page

We have also made minor edits to the Local Application. The most recent version of the Local Application is uploaded on the HUD CoC NOFA page with changes highlighted in yellow.

We will continue to answer questions until August 24th when you email us at info@everyonehome.org

Sincerely,

EveryOne Home Staff
EveryOne Home NOFA Committee

INSTRUCTIONS and APPLICATION FORMS for

2017 CoC RENEWAL and NEW PROJECT LOCAL SUBMISSIONS

EveryOne Home, Alameda County’s Continuum of Care (CoC) Lead Agency, is inviting local applications for renewing CoC projects and new projects to be created using reallocated funds from the CoC’s existing Annual Renewal Demand (ARD) and/or permanent housing bonus funds. The United States Department of Housing and Urban Development (HUD) requires that all project applications included in the CoC Collaborative Application to have been rated and ranked by the local Continuum of Care (CoC). Without a local application, projects cannot be scored or ranked and cannot be included in the final application package.

Local application due date: Wednesday, August 30, 2017 by noon via email to info@everyonehome.org.

The results of the local Rating and Ranking process will be announced on Wednesday, September 13, 2017. If changes to the Rating and Ranking List are necessitated by the results of the Appeals Process, they will be announced on Tuesday, September 19, 2017 and published on the EveryOne Home website.

Project types that must submit the attached application:

- Renewing Transitional Housing (TH) (both youth-serving and general-use),
- Renewing Permanent Supportive Housing (PSH),
- Renewing Rapid Rehousing (RRH),
- Renewing Coordinated Entry (SSO for CES),
- New RRH (individuals and families, including unaccompanied youth),
- New Joint TH and PH-RRH component,
- New PSH DedicatedPLUS or PSH with 100% CH.

New this year, new projects can serve to expand existing renewals (NOFA page 12).

Prior to 2016, new and renewing applications were separate documents. As of 2016, they have been combined into a single project application with some questions relevant to either new or renewing applicants. For example, renewing applicants will be asked for “existing housing capacity” and new projects for “proposed housing capacity.” In cases where questions or point calculations differ between existing (renewal) and proposed (new) projects, the questions or instructions for proposed projects will be highlighted as they are here.


Available Funds: Alameda County’s approved Annual Renewal Demand (ARD) = $33,272,919. The CoC can submit renewing and reallocated projects for up to that amount plus an additional $1,996,375 in Permanent Housing Bonus funds for one or more new permanent housing projects. The application package will also include a CoC Planning Grant of up to $998,188. This amount is not ranked competitively and does not affect the amount available to projects. If it is not requested by the Collaborative Applicant for CoC Planning activities it cannot be accessed by the CoC.
The total funds requested from Alameda County that are competitively scored cannot exceed the combined amounts of the ARD and the bonus funds, which is currently = $35,269,294.

**Eligible Applicants:**

Applicants for renewing grants must be listed as the current grant recipient on the CoC’s 2016 Grant Inventory Worksheet approved by HUD. Eligible projects for renewal must have an existing contract or expect to be under contract by December 31, 2017 for funds awarded in a previous application round. If you have a question about whether you are listed in the GIW contact Riley Wilkerson at Riley.Wilkerson@acgov.org, at Alameda County Department of Housing and Community Development, who functions as the CoC Collaborative Applicant.

Applicants do not need to be current grantees to apply for reallocated or bonus funds. For profit entities are not eligible to apply.

<table>
<thead>
<tr>
<th>Threshold Requirements New for 2017 Local Process:</th>
</tr>
</thead>
<tbody>
<tr>
<td>All applicants who receive HUD CoC funding are required to participate in Coordinated Entry, meaning that projects must notify Coordinated Entry of all openings and fill those openings with participants referred from Coordinated Entry. All applicants will be required to certify they are aware of this expectation and are already complying or will be compliant by the end of 2017.</td>
</tr>
<tr>
<td>PSH projects are required to have an executed Memorandum of Understanding with Home Stretch (the Coordinated Entry registry for PSH) and an updated inventory on file with the CoC by the September 25, 2017 package submission deadline in order to be included in the application package. Though not required as an attachment to the local application submission on August 30, 2017, it can be attached, and is included herein.</td>
</tr>
</tbody>
</table>

**Projects that are not planning on renewing their CoC funding:**

Projects who find mainstream funders to cover project costs with resources that are a better fit, or projects that determine they are unlikely to receive the minimum score on their local application may elect not to submit an eligible project for renewal. Projects eligible to be renewed, but electing not to be included in the 2017 HUD application are being asked to indicate so by completing and submitting the General Section of the application.

The funds for projects not electing to renew will be added to the pool of available funds for reallocation to new projects. The decision not to renew is permanent. Once eliminated from the package, the same project cannot reapply in subsequent years. Only new projects created by reallocated funds or bonus funds can get added to our package in future application rounds.

**Projects renewing for the first time that are not yet under contract, or which were not in operation for a full twelve months since October 1, 2015:**

Renewing projects without a year of operation and expenditures need only complete and submit items a-e of the General Section. They will receive the score awarded when they applied as a new project and be ranked according to that score.

Projects with a start date later than October 1, 2015 and one full year of program data may elect to receive the score awarded when they applied as a new project, or submit a full local application based on data from their start date to twelve months later.
Voluntary reductions of grants:

Projects that have consistently underspent funds may wish to consider reducing their renewal amounts. Page 2 of the application has a space to indicate if the amount requested is less than the amount indicated on the Grant Inventory Worksheet (GIW) and by how much. Projects cannot request more than what is listed on the GIW.

Reallocated and Bonus funds available for new projects:

Alameda County CoC will have a minimum available to be reallocated to fund new projects. Additional funds may come available because projects reduce their renewal amount or elect not to submit. The CoC welcomes voluntary reallocation of HUD funds. Projects that can be funded using reallocated dollars include:

a. New permanent supportive housing (PSH) projects that meet DedicatedPLUS requirements or new PSH projects where 100% of beds are for the chronically homeless.
b. New rapid rehousing (RRH) projects that will serve homeless individuals and families, including unaccompanied youth.
c. New Joint Transitional Housing (TH) and Permanent Housing-Rapid-Rehousing (PH-RRH) component projects.
d. New dedicated HMIS projects.

The Continuum is also eligible to apply for permanent housing bonus projects. Bonus funds may only be used for project types a., b., and c. above.

Because any new permanent housing project can be funded using either bonus or reallocated funds, new permanent housing applications that are either PSH, RRH, and Joint TH and PH-RRH are strongly encouraged.

Appeals Process

The NOFA Committee has developed a formal appeals process for the HUD CoC NOFA local competition, which was approved by the HUD CoC Committee on June 20, 2017. The 2017 Alameda County HUD CoC NOFA Appeals Process, included here, has incorporated 2016 NOFA’s community feedback and a review of various appeal processes, including those of neighboring CoCs.

1) **What can be appealed:** An application that
   a. Was not evaluated according to the published local NOFA process AND/OR
   b. Evaluated in a way that violates federal regulations AND
   c. The adjustment of scores has the possibility of changing in which Tier an Applicant project is ranked OR whether an Applicant project is included in the package at all. **Note:** this includes any Project who meet Appeals Criteria #1 and/or #2, and its initial Rating and Ranking score appears very close to the end of Tier 1, and can be moved down to Tier 2 as a result of scoring post appeals.

2) **What is not eligible for appeal:**
   a. Errors or omissions by project Applicants
   b. Projects that do not meet threshold
   c. Dissatisfaction with Project’s scores
   d. Need for funds
   e. Appeals submitted after stated deadline

3) **Process:**
   a. NOFA Committee will release the first Rating and Ranking List on **Wednesday, September 13, 2017**, including dollar amounts and point scores.
b. In the unlikely event of a mathematical error, Applicants must report the issue to EveryOne Home within 48 hours of release of the Rating and Ranking List, for the error to be corrected. The Rating and Ranking List and scores will be reissued with the appropriate corrections at the time of the release of the final Rating and Ranking List.

c. Applicant projects have from the time of the release of the initial Rating and Ranking List on Wednesday, September 13, 2017, through the close of business day (CBD) on Friday, September 15, 2017, to register any appeals via email. Appeals and any supporting documentation should be emailed to info@everyonehome.org. Appealing projects will be limited to the grounds raised in the original appeal, and only on items/attachments that were included in the initial project’s Application.

d. All appeal requests will be confirmed via email within one (1) business day of submission. All appeals submitted before the deadline will be posted to the EveryOne Home website within 24 working hours of the deadline. All Applicant projects who wish to submit appeals will be subject to this deadline. There will not be a second round of appeals.

e. Agencies will need to provide, in writing and with supporting examples/backup documentation, specific sections of the Application on which the appeal is based, and/or sections or examples where local guidelines or regulations were violated.

f. The appeal’s request must specify facts and evidence sufficient for the Appeals Panel to determine the validity of the appeal (see What can be appealed, Page 1). Appealing projects will be limited to the grounds raised in the original appeal, and only on items/attachments that were included in the initial project’s Application.

g. The Panel will have until Monday, September 18, 2017 to review all submitted appeals and back up documentation.

h. A final Rating and Ranking List reflective of any changes generated by appealing projects will be issued by EveryOne Home staff, and published on the EveryOne Home website on Tuesday, September 19, 2017.

i. The HUD NOFA Committee will approve and finalize the final Rating and Ranking List.

Submission Requirements:

All project types must submit their local application via email to EveryOne Home at info@everyonehome.org, by noon, August 30, 2017. In addition to the completed local application form, applicants must include copies of all required back up documentation not submitted ahead of time as a PDF. The file name for the attachment document should reflect the applicant and project names.

Note: Those projects that have submitted some or all their attachments previously should review the list carefully, as some required attachments have been added and others modified, to make sure you have included all required documents. If you wish to replace documents previously submitted with updated versions (for example, Housing First documents) attach them to your application and indicate in your cover email which documents you want replaced from your prior submission.

Projects must also complete a project application in e-snaps by close of business on September 13, 2017. This year, renewal projects will have the opportunity to submit project application in e-snaps with no changes. Instructions for determining if this is an appropriate action for your project, and steps on how to do it, are embedded in the e-snaps application instructions online. Any questions concerning e-snaps or that application process should be submitted to Riley Wilkerson at Riley.Wilkerson@acgov.org, at Alameda County Department of Housing and Community Development, who functions as the CoC Collaborative Applicant.
The items below are separated into categories, but can be submitted as a single PDF. All items below are required to be attached for applicants to receive full points on a related section of the application. There is a checklist included with the application which can be utilized to ensure that all relevant items are enclosed.

The required documents are listed below.

1. HMIS-Based Reports: **Reports should be run for the federal fiscal year October 1, 2015 – September 30, 2016, not the calendar year.** If the project has been operational for at least 12 months, but started after October 1, 2015, and is electing to submit a full local application, please use the first 12 months of operation for the report date range (e.g. if Project started December 1, 2015, run a report for December 1, 2015 – November 30, 2016):
   a. EveryOne Home HUD Target Population Report.
   c. System Performance Report 0701 – Exits to Permanent Housing with Return to Homelessness - Metric 2 – v03 This report should be run by TAY-TH and RRH Projects.
   d. Applicants proposing new projects can submit up to 3 APRs from programs comparable as to what is being proposed. Reports should be from **October 1, 2015 – September 30, 2016**.

2. Housing First Documents:
   a. Existing or Proposed Project Participant Agreement; Lease or sub-Lease, and/or House Rules.
   b. Existing or Proposed Eligibility Criteria and a Housing Application.

3. Grant and Fiscal Management Documents – Lead Agencies only
   a. Proof of submission of the last three APRs, including due date and date of submission.
   b. Proof of LOCCS draws, including date of draw request, for the last two complete grant cycles.
   c. Applicants proposing new projects can include APRs and LOCCS draws for comparable projects.
   d. Most recent annual audit with Management Letter—must be from a fiscal year ending December 31, 2015 or later. Agencies not required to have an annual independent audit, must submit financial statements from the most recently ended fiscal year prepared according to Circular A-133 generally accepted accounting principles. Jurisdictions and public agencies may provide a link to their audits, with page numbers of relevant information such as findings etc.
   e. Proof of 501c3 standing if applicable. **Failure to provide standing (if applicable) can result in exclusion from the package.**
   f. Evidence of Site Control–this is required for any existing projects for which HUD is paying leasing, operating or rehabilitation cost on a building, both residential and service delivery sites. **Without evidence of site control for renewal projects for whom the above is true, the project cannot be included in the package.**

PSH applicants are strongly encouraged to submit the Home Stretch Memorandum of Understanding (MOU) and updated inventory with their local application on August 30, 2017. These items are due by September 25, 2017.

Applicants responding to this RFP should be very familiar with the 2017 HUD NOFA issued, and with the detailed guidance for completing new and renewing applications in e-snaps. Applicants are expected to know the eligible types of assistance, eligible populations, required match and other requirements from HUD. See [https://www.hudexchange.info/resources/documents/FY-2017-CoC-Program-Competition-NOFA.pdf](https://www.hudexchange.info/resources/documents/FY-2017-CoC-Program-Competition-NOFA.pdf) for more information.
HUD Tiers, Project Scoring and Ranking:

HUD continues to require CoCs to rank their projects in two tiers, Tier 1 and 2. Tier 2 projects are at risk of not getting funded and must compete against all other Tier 2 projects nationally. For 2017, Tier 1 is 94% of the CoCs FY 2017 Annual Renewal Demand. Based on the currently approved ARD, the CoC’s Tier 1 and Tier 2 break out as follows:

<table>
<thead>
<tr>
<th>Total Annual Renewal Demand</th>
<th>Tier 1 Amount</th>
<th>Permanent Housing Bonus</th>
<th>Tier 2</th>
<th>CoC Planning Grant</th>
<th>Total Submission allowed</th>
</tr>
</thead>
<tbody>
<tr>
<td>$33,272,919</td>
<td>$31,276,544</td>
<td>$1,996,375</td>
<td>$3,992,750</td>
<td>$998,188</td>
<td>$36,267,482</td>
</tr>
</tbody>
</table>

Tier 2 is the difference between Tier 1 and the CoC’s ARD, plus any amount for the Permanent Housing Bonus. HUD will fund Tier 2 projects after it has made funding awards to all Tier 1 projects nationally. This year, HUD will again rank all Tier 2 projects against all other Tier 2 projects nationwide. In 2017, project type has been removed as criteria for Tier 2. Projects will be scored on a 100-point scale based on the following:

a. CoC Score: Up to 50 points in direct proportion to the score received on the CoC Application rounded to the nearest whole point. Based on Last year’s CoC score of 159.25 our Tier 2 projects would have received 40 points out of 50.

b. CoC Project Ranking: Up to 40 points for the CoCs ranking of the project. See page 16 of the NOFA for a detailed description of the formula.

c. Up to 10 points for commitment to applying the Housing First model.

Tier 2s from Continuums with high scores on their CoC Application have the best chance of sustaining or increasing their ARD in this competition.

Locally, project applications will be scored on a 100-point scale in five categories:

1. Primary Activity Type = Up to 5 points
2. How Project Helps Address Local and HUD Priorities = Up to 25 points
3. Outcome Performance = 32 points
4. Grant Management = 25 points
5. Organization Capacity = 13 points

The scoring tool at the back of the application details how projects earn points in each category. Unlike past funding rounds, when renewals were automatically ranked above new projects, both new and renewing projects will be ranked together based on their application scores. In cases where questions or point calculations differ between existing (renewal) and proposed (new) projects, the questions or instructions for proposed projects will be highlighted as they are here. The application form and the scoring tool are tightly linked. As you prepare the application, the scoring chart at the end of this local application can be detached and used alongside many of the sections to self-score.

Projects must score a minimum of 60 points to be assured inclusion in the application package. Projects scoring below that threshold will be reallocated. Applicants are strongly encouraged to review the local application, and to self-score their project on the performance indicators as soon as possible to determine if they will meet the minimum score. If in self-scoring the project does not appear to meet threshold, please contact info@everyonehome.org.
In addition to the total score projects receive, reviewers may use additional factors to break ties, adjust the final ranking to place the maximum dollars in Tier 1, include projects that score below 60 points, and/or meet other local objectives for a strong and balanced package that maximizes points for the entire Continuum. Factors that may be considered include:

- the geographic and population diversity of the projects included;
- the projected impact of the loss of any residential buildings on homeless people;
- the expiration date and amount of the grant.

Download a Word version of this application from the EveryOne Home website at [http://everyonehome.org/our-work/hud-coc-nofa/](http://everyonehome.org/our-work/hud-coc-nofa/). Save your completed application and its attachments as a PDF with agency, project, and content in the file name and attach to an email to info@everyonehome.org to submit as described on page 1. Multiple PDFs for agencies with large files for backup are acceptable. Public entities are welcome to submit their audits via link in the cover email with page numbers of findings and management letters indicated in their communication.

For questions regarding the completion of the local application, please contact EveryOne Home at info@everyonehome.org. The Frequently Asked Questions (FAQ) period starts on August 11, 2017 and ends on August 24, 2017. All questions received will be responded to in writing and posted to the EveryOne Home website.

All project applications received by the deadline will be reviewed and applicants will be notified by September 13, 2017 of their score, their initial ranking and whether they are being included in the Consolidated Application. Ranking is subject to change according to appeals (if any) and the final ranking will be released September 19, 2017.
GENERAL SECTION

a. Project Name: 

b. Applicant Name: 

c. [ ] This project is not submitting a request for HUD CoC funding in 2017.

d. [ ] By checking this box, the Applicant certifies that it is aware of and prepared to be fully compliant with the requirement to participate in Coordinated Entry by the end of 2017.

e. Please list name and title of the person authorized to submit this application, certify its participation in Coordinate Entry, or withdraw it from consideration:

If item c. was checked above, STOP. You are finished. Make a PDF of this page, and send it to EveryOne Home at info@everyonehome.org.

f. Is this a new or renewing project? [ ] New  [ ] Renewing (If renewing, please complete this section.)

Indicate program start date 

Has this project been in operation since 10/01/2015?

[ ] Yes  If yes, then all reports submitted in this application should reflect a period of 10/01/2015 - 9/30/2016

[ ] No  If no, please answer the questions below for further guidance on report run periods.

Did this project start operations after 10/01/2015?

[ ] No

[ ] Yes  If yes, does this project have at least one year of program data?

[ ] No

[ ] Yes  If yes, all reports attached to this application should be run from the start date to 12 months later.

If no, and the program has less than one program year of data or is not yet under contract, but will be by 12/31/17, STOP. Your application is complete. Make a PDF of this page, and send it to EveryOne Home at info@everyonehome.org. You will still need to complete all required elements of e-snaps. You will receive the score your application earned when it was first submitted.
Checklist of required documentation for all projects submitting an application:

HMIS-based Reports:
- [ ] EveryOne Home HUD Target Population Report
- [ ] APR from HMIS-based reports
- [ ] System Performance Management Report 0701– Returns to Homelessness (TAY TH and RRH programs only)
- [ ] Applicants proposing new projects can submit up to 3 APRs and data report cards from programs comparable to what is being proposed.

Housing First Reports:
- [ ] Existing or proposed program Participant Agreement; Lease and sub-Lease, and/or House Rules
- [ ] Existing or proposed Eligibility Criteria and a Housing Application

Grant and Fiscal Management:
- [ ] Proof of submission of the last three APRs, including due date and date of submission
- [ ] Proof of LOCCS draws, including date of draw request, for the last two complete grant cycles.
- [ ] Most recent annual independent audit with Management Letter or financial statement if audit not required—must be from a fiscal year ending December 31, 2015 or later
- [ ] Proof of 501c3 non-profit status (if applicable)
- [ ] Applicants proposing new projects can submit proof of timely APRs and LOCCS draws on comparable HUD grants or other similar documentation for other federal grants.
- [ ] Evidence of Site Control (if applicable)

- [ ] PSH projects only: Home Stretch MOU and updated inventory (September 25, 2017 deadline)

**For both renewing and newly proposed projects, please provide the General Description of your project. For new projects, identify sub-grantees, their role in the project, and the history of collaboration between proposed partners:**

**Does this project include one or more buildings (housing or service site) that is owned or long-term leased by the grantee or a sub recipient? If so, please describe the options for the building(s) if this project were not renewed. Applicants must include proof of site control in the form of a lease, title, or other documentation.**

**Is this project classified as Rental Assistance?**
- [ ] Yes
- [ ] No

**Amount of application:** $
Does this amount match what is listed in the GIW?  □ Yes  □ No  □ N/A this is a new project
If no, what is the amount by which the request is being reduced?

k.  End date of current HUD grant:  

l.  If renewing for a lower amount, please describe how the project will continue to be able to meet its program outcomes and performance targets:

1.  PRIMARY ACTIVITY TYPE (up to 5 points):

□ PSH  □ RRH  □ General TH  □ Transition Aged Youth Serving TH
□ Joint TH and PH-RRH

2.  HUD PRIORITIES (Up to 25 points):

a.  Target Populations and Severity of Need (up to 10 points)
See Attachment A for Instructions on running verification report

i.  Ending Chronic Homelessness:  If the project is Permanent Supportive Housing or Services tied to Permanent Supportive Housing, how does it serve chronically homeless individuals and families?
□ Existing project that serves 100%, all units in project are dedicated to the chronically homeless.
□ Existing project that will become DedicatedPLUS.
□ Proposed PSH project for 100% chronically homeless households.
□ Proposed PSH DedicatedPLUS project.
□ Not all units are dedicated, but by policy and practice 100% of turnover units are prioritized to chronically homeless.
Is this policy:
□ In place and operational  □ In place and will be operationalized within 6 months

What percent of new households served in the last year were chronically homeless?  
(Must be verifiable in attached Everyone Home HUD Target Populations report from 10/1/2015 - 9/30/2016)

ii.  Rapidly Rehousing Families:

□ Existing Rapid Rehousing for Families?  □ Yes  □ No
□ Is this project proposing RRH for families and/or individuals?  □ Yes  □ No
iii. **Youth (individuals and families with TAY as head of household):**

☐ 50% or more of heads of household, who entered into the program between 10/1/15 – 9/30/16, are TAY

If yes, what percentage of heads of households were TAY? [ ] (Must be verified by attached EveryOne Home HUD Target Population Report from 10/1/2015 -9/30/2016)

iv. **Veterans:**

☐ 50% or more of heads of household, who entered into the program between 10/1/15 – 9/30/16, are Veterans

What percentage of heads of households were Veterans? [ ] (Must be verified by attached EveryOne Home HUD Target Population Report from 10/1/2015 -9/30/2016)

v. **Those coming directly from the streets:**

☐ 50% or more of heads of households, who entered into the program between 10/1/15 – 9/30/16, entered the program directly from the streets

What percentage of heads of households entered directly from the streets? [ ] (Must be verified by attached EveryOne Home HUD Target Population Report from 10/1/2015 -9/30/2016)

vi. **Domestic Violence or human trafficking:**

☐ 50% or more of heads of household, who entered into the program between 10/1/15 – 9/30/16, were survivors of Domestic Violence or human trafficking

What percentage of heads of households were survivors of domestic violence or human trafficking? [ ] (Must be verified by attached EveryOne Home HUD Target Population Report from 10/1/2015 -9/30/2016)

vii. **Optional Narrative:** If the required EveryOne Home Target Population Report covering 10/1/15-9/30/16 does not accurately reflect the current practices and prioritization of your program, please describe how you meet one or more of the priorities above and attach back up documentation (examples can include a more current report or policies passed by your board).
b. Utilizing a Housing First Approach (up to 10 Points)

HUD defines Housing First as, “a model of housing assistance, including transitional housing and support services only projects, that operate with low-barriers or no preconditions (such as sobriety or minimum income threshold), which prioritizes rapid placement and stabilization in permanent housing, and that does not require participation in supportive services (NOFA, page 21).” For this section, scoring will be based on responses to Narrative Questions and review of documents that demonstrate the project adheres to some of the Housing First principles (low barrier and no preconditions to entry; voluntary services and program retention; and rapid placement and stabilization in permanent housing).

For both existing and proposed projects, please respond to the following Housing First Narrative Questions:

1) How is this project low-barrier and does not require preconditions to entry -such as requiring sobriety or minimum-income requirements, among other low barrier policies?

2) How are services voluntary and prioritize engagement and problem-solving over therapeutic goals?

3) How does the project prioritize rapid placement and stabilization in permanent housing? Address how eviction back to homelessness is avoided?

All project types can earn points for this narrative. Housing First Narrative Questions = up to 4 Points as determined by application scorers. An additional 6 points will be awarded if project required documents (Eligibility Criteria, Housing Application, Participant Agreement, Lease or sub-Lease, and/or House Rules) demonstrate adherence to specific Housing First principles. For any proposed projects, please include backup documentation as indicated for a comparable project.

c. Cost Effectiveness (up to 5 points)

Actual Cost per year of housing retention or cost per permanent housing exit for existing projects.

Projects will be scored by comparing their cost per outcome to the average cost of their primary activity type and household type (TH will only be compared to the average for TH, family programs to family programs etc.)

i. Number of persons who exited to permanent housing in 2016 (APR Q 23.a + 23.b) □

or

ii. Number of persons who retained permanent housing in 2016 (APR Q 22.a.1) □

Total project budget (HUD dollars + match) = $□ / Total # of persons from i. or ii. above □ = cost per outcome □

Cost per year of housing retention or cost per permanent housing exit for proposed new projects based on proposed project budget

Projects will be scored by comparing their cost per outcome to the average cost of their primary activity type and household type (TH will only be compared to the average for TH, etc.)
i. Proposed number of persons who will exit to permanent housing in 2016 (APR Q 23.a + 23.b)

or

ii. Proposed number of persons who will retain permanent housing in 2016 (APR Q 22.a.1)

Total project budget = $ / Total # of proposed households from i. or ii. above = projected cost per outcome

3. PERFORMANCE OUTCOMES (Up to 32 points):

The following section is related to project performance on local and HUD required outcomes. Please read the instructions carefully. Renewal projects should complete Tables 1, 2, or 3, depending on project type. New projects should complete tables 4 or 5 depending on project type. Proposed projects may submit up to three (3) APRs from comparable projects. If your project started on or before October 1, 2015, you must attach a copy of your APR for 10/1/2015 – 9/30/2016.

INSTRUCTIONS

Outcome A: Housing (Up to 10 points)

**PSH:** Permanent Supportive Housing Projects must produce the Housing Retention information from 10/1/2015 - 9/30/2016 APR, Question 22a1. Using the formula below and the sample table identifying each cell value, calculate the 12-month retention rate. If your project has a start date later than 10/1/2015 and one full year or program data, please run your APR from your start date to 12 months later.

<table>
<thead>
<tr>
<th>22a1 – Length of Participation – CoC Projects</th>
<th>Total</th>
<th>Leavers</th>
<th>Stayers</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 days or less</td>
<td>A</td>
<td>H</td>
<td></td>
</tr>
<tr>
<td>31 to 60 days</td>
<td>B</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>41 to 90 days</td>
<td>C</td>
<td>J</td>
<td></td>
</tr>
<tr>
<td>91 to 180 days</td>
<td>D</td>
<td>K</td>
<td></td>
</tr>
<tr>
<td>181 to 365 days</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>366 to 730 days (1-2 yrs)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>731 to 1,095 days (2-3 yrs)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,096 to 1460 days (3-4 yrs)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,461 to 1825 days (4-5 yrs)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than 1825 days (&gt;5 yrs)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Not Collected</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>G</td>
<td>P</td>
<td></td>
</tr>
</tbody>
</table>

Housing Retention > 12 months: \((P - H - I - J - K + G) - (A - B - C - D) / (P - H - I - J - K + G) = \% of persons retaining permanent housing for 12 months or more.\)
**RRH, general TH, and youth-serving Transitional Housing and TH and PH-RRH:** Rapid Rehousing, general Transitional Housing, youth-serving Transitional Housing, must produce the Obtaining Permanent Housing information from the APR, Question 23a and 23b, and Question five-a (5a). You must attach a copy of your APR for 10/1/2015 – 9/30/2016. If your project has a start date later than 10/1/2015 and one full year or program data, please run your APR from your start date to 12 months later.

Using the formula below and the sample tables identifying each cell value, calculate obtaining permanent housing rate.

<table>
<thead>
<tr>
<th>23a – Exit Destinations – More than 90 Days</th>
<th>Total</th>
<th>W/out Children</th>
<th>W/ Children and Adults</th>
<th>W/ only Children</th>
<th>Unknown HH Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owned by client, no ongoing subsidy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owned by client, with ongoing subsidy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental by client, no ongoing subsidy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental by client, with VASH subsidy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental by client, with other ongoing subsidy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSH for homeless persons</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living with family, permanent tenure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living with friends, permanent tenure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>23b - Exit Destinations - Less than 90 Days</th>
<th>Total</th>
<th>W/out Children</th>
<th>W/Children and Adults</th>
<th>W/ only Children</th>
<th>Unknown HH Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owned by client, no ongoing subsidy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owned by client, with ongoing subsidy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental by client, no ongoing subsidy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental by client, with VASH subsidy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental by client, with other ongoing subsidy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSH for homeless persons</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living with family, permanent tenure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living with friends, permanent tenure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>B</td>
</tr>
</tbody>
</table>
Obtaining Permanent Housing: \((A + B) / C = \%\) of persons obtaining permanent housing

Outcome B: Income (Up to 7 points)

PSH, RRH, Joint TH and PH-RRH, general TH, and transition aged youth-serving Transitional Housing: For PSH and general Transitional Housing the Income Outcome measure is Adult Stayers and Leavers. For Rapid Rehousing, Joint TH and PH-RRH, and transition aged youth-serving TH, the Income Outcome measure is Adult Stayers and Leavers Who Increase Income.

Use the APR, Questions 19a1 and 19a2. If your project started on or before 10/1/2015, you must attach a copy of your APR for 10/1/2015 – 9/30/2016. If your project has a start date later than 10/1/2014 and one full year or program data, please run your APR from your start date to 12 months later. Using the formula below and the sample tables, identify each cell value to calculate the percentage of adults who obtained or maintained earned income.
PSH and General Purpose TH: A+B+D+E/C+F = % of persons who retained or increased their income

RRH, Joint TH and PH-RRH, and Youth Serving TH: B+E/C+F = % of person who increased their income

Outcome C: Benefits (Up to 7 points)

All project types: produce the Access to Mainstream Benefits information from the APR, Question 20b. If your project started on or before 10/1/2015, you must attach a copy of your APR for 10/1/2015 – 9/30/2016. If your project has a start date later than 10/1/2015 and one full year or program data, please run your APR from your start date to 12 months later. Calculate use of mainstream benefits as follows.

<table>
<thead>
<tr>
<th>20b - Number of Non-Cash Benefits Sources</th>
<th>&quot;Benefit at Entry&quot;</th>
<th>&quot;Benefit at Latest Annual Assessment for Stayers&quot;</th>
<th>&quot;Benefit at Exit for Leavers&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;No Sources&quot;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;1 + Source(s)&quot;</td>
<td></td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>&quot;Client Doesn’t Know/Client Refused&quot;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;Data Not Collected&quot;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;Total&quot;</td>
<td></td>
<td>C</td>
<td></td>
</tr>
</tbody>
</table>

All project types: use formula below to calculate this outcome

Adults Who Obtain or Maintain Non-Cash Mainstream Benefits: A+B /C = % of adults with non-cash mainstream benefits

Outcome D: Varied (Up to 8 Points)

- PSH: Exits to Homelessness
- RRH / TAY serving TH: Returns to Homelessness
- General-use TH: Length of Stay
- Proposed Joint TH and PH-RRH complete data for either General TH or RRH
Please use the charts and formulas below for your project type. Regardless of project type, if your project started on or before 10/1/2015, you must attach a copy of your APR for 10/1/2015 – 9/30/2016. If your project has a start date later than 10/1/2015 and one full year or program data, please run your APR from your start date to 12 months later.

**Permanent Supportive Housing**

<table>
<thead>
<tr>
<th>23a – Temporary Exit Destination – More than 90 Days</th>
<th>Total</th>
<th>Without Children</th>
<th>With Children and Adults</th>
<th>With Only Children</th>
<th>Unknown Household Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter, including hotel or motel paid for with ES voucher</td>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moved from one HOPWA funded project to HOPWA TH</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TH for Homeless Persons</td>
<td>B</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staying or Living with Family, Temporary Tenure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staying or Living with Friends, Temporary Tenure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Place not Meant for Human Habitation</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safe Haven</td>
<td>D</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotel or Motel Paid for by Client</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>23b – Temporary Exit Destination – 90 Days or Less</th>
<th>Total</th>
<th>Without Children</th>
<th>With Children and Adults</th>
<th>With Only Children</th>
<th>Unknown Household Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter, including hotel or motel paid for with ES voucher</td>
<td>E</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moved from one HOPWA funded project to HOPWA TH</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TH for Homeless Persons</td>
<td>G</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staying or Living with Family, Temporary Tenure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staying or Living with Friends, Temporary Tenure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Place not Meant for Human Habitation</td>
<td>G</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safe Haven</td>
<td>H</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotel or Motel Paid for by Client</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Permanent Supportive Housing projects should use the formula below to calculate the percentage of persons exiting to homelessness.

\[
\text{Exits to Homelessness: } \frac{[(A + B + C + D) + (E + F + G + H)]}{I} = \% \text{ of persons who exit to homelessness}
\]

Rapid Rehousing and TAY-serving Transitional Housing and Joint TH and PH-RRH if using this measure:

<table>
<thead>
<tr>
<th>0702 Measure 2a and 2b: The extent to which Persons Who Exit Homelessness to PH Destinations Return to Homelessness within 6-12 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total # of persons who exited to PH (2 yrs. Prior)</td>
</tr>
<tr>
<td>---------------------------------</td>
</tr>
<tr>
<td>Exits from ST</td>
</tr>
<tr>
<td>Exits from TH</td>
</tr>
<tr>
<td>Exits from all PH</td>
</tr>
<tr>
<td>TOTAL Returns</td>
</tr>
</tbody>
</table>

Rapid Rehousing use the formula below to calculate the percentage of persons returning to homelessness within two years from a RRH program:

Returns to Homelessness in two years: \( \frac{D}{B} = \% \text{ of persons who return to homelessness within two years} \)
TAY Serving Transitional Housing use the formula below to determine the % of people returning to homelessness from TH within two years:

\[
\text{Returns to homelessness in two years from TH: } \frac{C}{A} = \% \text{ of persons returning to homelessness within two years.}
\]

General-Use Transitional Housing and Joint TH and PH-RRH if using this measure:

<table>
<thead>
<tr>
<th>22b - Average and Median Length of Participation in Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Leavers&quot;</td>
</tr>
<tr>
<td>&quot;Average Length&quot;</td>
</tr>
<tr>
<td>&quot;Median Length&quot;</td>
</tr>
</tbody>
</table>

Indicate the number in the box marked “A” above to show the median number of bed nights in your project for this fiscal year. Please round up to the nearest whole number.

Renewal projects should complete Tables 1, 2, or 3, depending on project type. New projects should complete tables 4 or 5 depending on project type. Proposed projects may submit up to three (3) APRs from comparable projects.

1. **Permanent Supportive Housing**

<table>
<thead>
<tr>
<th>Outcome Measure</th>
<th>Use APR for Outcomes A-D</th>
<th>Benchmark</th>
<th>Self Score: Please see scoring sheet for score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. People Retaining permanent housing &gt; 12 months</td>
<td></td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>B. Adults stayers and leavers who maintain or increase income</td>
<td></td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>C. Adults obtaining or maintaining non-cash mainstream benefits</td>
<td></td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>D. % of person who exited to homelessness</td>
<td></td>
<td>&lt;10%</td>
<td></td>
</tr>
</tbody>
</table>
## 2. Rapid Rehousing and Transition Aged Youth-Serving TH

<table>
<thead>
<tr>
<th>Outcome Measure</th>
<th>Use APR for Outcomes A-D</th>
<th>Benchmark</th>
<th>Self Score: Please see scoring sheet for score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. People Who Obtain Permanent Housing</td>
<td></td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>B. Adult Stayers and Leavers Who Increase Income</td>
<td></td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>C. Adults obtaining or maintaining non-cash mainstream benefits</td>
<td></td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>D. Returns to Homelessness</td>
<td></td>
<td>&lt;10%</td>
<td></td>
</tr>
</tbody>
</table>

## 3. General Use Transitional Housing

<table>
<thead>
<tr>
<th>Outcome Measure</th>
<th>APR for Outcomes A-D</th>
<th>Benchmark</th>
<th>Self Score: Please see scoring sheet for score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. People Who Obtain Permanent Housing</td>
<td></td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>B. Adults Stayers and Leavers Who Maintained or Increased Income</td>
<td></td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>C. Adults obtaining or maintaining non-cash mainstream benefits</td>
<td></td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>D. Average Length of Stay in Program</td>
<td></td>
<td>Average LOS &lt;180 days</td>
<td></td>
</tr>
</tbody>
</table>
### 4. Proposed Permanent Supportive Housing

<table>
<thead>
<tr>
<th>Outcome Measure</th>
<th>Benchmark</th>
<th>APR # 1 date range:</th>
<th>APR # 2 date range:</th>
<th>APR # 3 date range:</th>
<th>Self Score: Please see scoring sheet for score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>APR # 1 project:</td>
<td>APR #2 Project:</td>
<td>APR #3 Project:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>APR #1 Grantee:</td>
<td>APR #3 Grantee:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. People Retaining permanent housing &gt; 12 months</td>
<td>90%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Adults Stayers and Leavers Who Maintained or Increased Income</td>
<td>50%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Adults obtaining or maintaining non-cash mainstream benefits</td>
<td>56%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. % of person who exited to homelessness</td>
<td>&lt;10%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 5. Proposed Rapid Rehousing or Joint TH and PH-RRH

<table>
<thead>
<tr>
<th>Outcome Measure</th>
<th>Benchmark</th>
<th>APR #1 date range:</th>
<th>APR #2 date range:</th>
<th>APR #3 date range:</th>
<th>Self Score: Please see scoring sheet for score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>APR # 1 project:</td>
<td>APR #2 project:</td>
<td>APR #3 project:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>APR #1 Grantee:</td>
<td>APR #3 Grantee:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. People who obtain permanent housing</td>
<td>80%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Adult stayers and leavers who increase income</td>
<td>30%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Adults obtaining or maintaining non-cash mainstream benefits</td>
<td>56%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Returns to Homelessness or</td>
<td>&lt;10%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
D. Length of Stay in TH (option for Joint TH and PH-RRH project)  

| <180 days |   |   |   |

**Optional Narrative:** If the performance data covering 10/1/15-9/30/16, does not accurately reflect the performance of your program, please address it in the narrative space below. Examples can include, but are not limited to: PSH programs that had exits to homelessness, but only after multiple attempts at rehousing; smaller programs for which a single negative exit had a disproportionate effect; changes to program that have improved performance since the reporting period; histories of strong performance over time; etc. Projects must attach back up documentation such as APRs from other time periods if they want reviewers to consider performance from a different period.

4. **GRANT MANAGEMENT (Up to 25 points)**

The Grant Management section contains evidence of LOCCS draws, and submission of on-time APRs, which are the responsibility of the Grantee Agency. Any sub-grantees completing the local application on behalf of the project can obtain the information for this section from the grantee.

a. **Spending (Up to 5 points):**

HUD and Congress have both emphasized the importance of spending all allocated grant funds each contract year.

i. All applicants must complete this chart, even if the project had no funds remaining in the most recent grant year.

<table>
<thead>
<tr>
<th>Unspent funds</th>
<th>Dates of grant year</th>
<th>Amount of Total Grant awarded</th>
<th>Amount unspent and returned</th>
<th>% of grant award unspent (Amount unspent / Amount of Total Grant)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most recently completed grant year</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Previous Year</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 In the case that a submitted APR is missing from your list, please contact your HUD Program officer to see about having the issue corrected. If that is not possible, written verification of the on-time submission from the Program Office to accompany the screenshot will be sufficient.
ii. Please explain any unspent grant funds in the most recent program year. Narratives with detailed explanation and strategies to reduce under-spending will be awarded more points.

iii. If in the most recent program year, and at least one other year in the last three, under-spent funds exceeded 5% or more of the grant, please provide additional detail on unspent funds in earlier years. Explain both patterns and one-time occurrences leading to this result. Describe what steps have been taken to increase expenditures in the current and coming years. Narratives with detailed explanation and strategies to reduce under-spending will be awarded more points. (limit 250 words)

b. Reports and Invoicing – (Up to 10 points)

i. Timely Submission of APRs:
   Proof of timely submissions can be demonstrated via e-snaps as indicated in the screen shot below.

   End date of Grant

   Due date of APR

   Submission dates of APR:

<table>
<thead>
<tr>
<th>Most Recent Year</th>
<th>Prior Year</th>
<th>Two years Prior</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

   Submissions must include all columns presented below. Proposed projects may submit proof of timeley submission of APRs for a comparable program and /or other federal grants and progress reports.
ii. Timely Draw Downs from LOCCS - Primary Grantees only, for their projects and any sub-recipient projects. Proof of timely draw downs can be demonstrated via LOCCS, as indicated in the screen shot below.

Grant year from [ ] to [ ]

Dates of draw requests from last two grant cycles [ ]

Submissions must include all columns as presented below. Proposed projects may submit proof of timely draw downs for a comparable program or other federal grants and progress reports.
c. Proof of Eligibility (Up to 5 points):

Describe the project’s eligibility criteria, and policy and procedures for documentation and verification of client eligibility. **New projects can describe the proposed eligibility criteria, policies, and procedures.**

---

<table>
<thead>
<tr>
<th>Voucher No</th>
<th>Entered</th>
<th>Amount</th>
<th>Schedule No</th>
<th>Est Deposit Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>501-023774</td>
<td>07-07-2016 by</td>
<td>187,675.48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>501-023767</td>
<td>05-24-2016 by</td>
<td>771,356.60</td>
<td>LB4722</td>
<td>05-26-2016</td>
</tr>
<tr>
<td>501-023804</td>
<td>09-24-2016 by</td>
<td>185,965.80</td>
<td></td>
<td></td>
</tr>
<tr>
<td>501-023902</td>
<td>02-21-2016 by</td>
<td>1,955,543.60</td>
<td>LH4456</td>
<td>02-15-2016</td>
</tr>
<tr>
<td>501-136629</td>
<td>11-20-2015 by</td>
<td>170,012.00</td>
<td>LH4226</td>
<td></td>
</tr>
</tbody>
</table>

---

d. Capacity and Utilization (Up to 5 Points):

i. Renewing projects should submit the information below, verifiable by their program APR. **Proposed projects should submit the information below, verifiable by APR, for a comparable program.**

**Site-based Projects (PSH and TH):**

Number of Units in project =

Average # of Households served = to find this value add the four PIT Counts of households divided by 4

(Q 8.b) fields B+C+D+E/4 =

<table>
<thead>
<tr>
<th>8b - Point-In-Time Count of Persons on the Last Wednesday</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Total&quot;</td>
</tr>
<tr>
<td>&quot;January&quot;</td>
</tr>
<tr>
<td>&quot;April&quot;</td>
</tr>
<tr>
<td>&quot;July&quot;</td>
</tr>
<tr>
<td>&quot;October&quot;</td>
</tr>
</tbody>
</table>

Utilization Rate: Average # of Households / Number of Units in Project
Scattered Site PSH and RRH Projects

Number of contracted subsidies/slots in project =

Households served = APR question 8.a (field A below)

<table>
<thead>
<tr>
<th>8a - Number of Households Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Total Households&quot;</td>
</tr>
<tr>
<td>&quot;Total Households&quot;</td>
</tr>
</tbody>
</table>

Utilization Rate = # of Households served / Number of contracted subsidies in project =

ii. Please explain if your existing project was utilized at less than 80% for the program year. Narratives with detailed explanation and strategies to reduce under-utilization may be awarded some points in this section.

5. ORGANIZATIONAL CAPACITY (Up to 13 Points)

a. HMIS Data Quality (Up to 2 points)

In previous applications, applicants have been required to run the HMIS Data Completeness Report Card. In 2017, due to changes in the APR, data quality can now be extracted directly from that report, with no need to run an additional data quality report. Applicants can find their data quality to plug in the formula below in APR questions 6a through 6e.

<table>
<thead>
<tr>
<th>6a – Data Quality: Personal Identifying Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Element</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>SSN</td>
</tr>
<tr>
<td>DOB</td>
</tr>
<tr>
<td>Race</td>
</tr>
<tr>
<td>Ethnicity</td>
</tr>
<tr>
<td>----------</td>
</tr>
</tbody>
</table>

### 6b – Data Quality: Universal Data Elements

<table>
<thead>
<tr>
<th>Data Element</th>
<th>Error Count</th>
<th>% of Error Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Veteran Status</td>
<td>B</td>
<td></td>
</tr>
<tr>
<td>Project Entry Date</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Relationship to Head of Household</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client Location</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disabling Condition</td>
<td>D</td>
<td></td>
</tr>
</tbody>
</table>

### 6c – Data Quality – Income and Housing Data Quality

<table>
<thead>
<tr>
<th>Data Element</th>
<th>Error Count</th>
<th>% of Error Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Destination</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income and Sources at Entry</td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>Income and Sources at Annual Assessment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income and Sources at Exit</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

To find the average score for your project:

\[(A + B + C + D + E) / 5 = \% \text{ that will serve as the project grade}\]

Insert your average percentage here: \% (from the equation above)

**b. Fiscal Management – Grantees only (Up to 4 points)**

Does this project or the applicant agency have any of the following issues: 1) Any audit or monitoring findings from any HUD source (these could include, but are not limited to: ESG, HOPWA, HOME, CDBG as well as CoC funding) that have not been satisfactorily resolved; 2) A current outstanding obligation to HUD which is in arrears or for which a payment schedule has not been agreed upon; 3) Audit findings from your Annual Independent Audit that have not been resolved?

☐ No  ☐ Yes

If yes, explain status of issues:

---

Page 27 of 35
Attach a copy of the direct grantee’s most recent Annual Independent Audit / Financial Statement from no earlier than 12/31/2015. Audits from sub-grantees are not required. Applicants who can provide a link to an on-line version of your audit may do so for ease of submission by including the link in your cover email. All other applicants please submit your documents in PDF form attached to your submission email. Explain if the audit is not for the most recently finished fiscal year. All applicants must include a copy of their Annual Independent Audit regardless of answer to any of the questions in this section.

c. Quality Assurance Narrative (Up to 7 points)

Narrative: Please use the space below to describe policies, procedures and actions the project and its sponsor take to ensure continuous quality improvement. How does the agency stay abreast of and implement best practices in the field? How is quality of service, consumer satisfaction and program performance assessed and maintained? Please address how data is used in planning and program management as well as how often it is updated and data quality reports run and errors corrected. How is staff trained and managed to ensure high quality of care? New projects may respond to this question with examples from comparable programs and projected quality assurance policies for the proposed project.
## Points for Rating and Ranking of Renewal Projects and Self Score Chart

Total points available = 100

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Points</th>
</tr>
</thead>
</table>
| 1 Primary Activity type = 5 Points maximum | □ Existing Permanent Housing (PSH & RRH) and Youth-Serving TH = 5 Points  
□ Proposed new Joint TH and PH-RRH = 5 Points  
□ Proposed new Permanent Housing (PSH and RRH) = 3 Points  
□ General use (non-youth serving) Transitional Housing = 3 Points |
| 2 HUD Priorities = 25 Points maximum | □ Provides PSH to 100% of chronically homeless households as evidenced by EveryOne Home HUD Target Population Report = 10 Points  
□ Existing PSH proposing to become PSH/DedicatedPLUS = 9 Points  
□ Proposes to provide new PSH to 100% of chronically homeless households as evidenced by an executed Home Stretch MOU = 8 Points  
□ Provides PSH and fills 100% of turnover with chronically homeless households as evidenced by EveryOne Home HUD Target Population Report = 8 Points  
□ Proposes to provide new PSH/DedicatedPLUS as evidenced an executed contract language, EveryOne Home HUD Target Population Report and a written agreement to utilize the Home Stretch MOU = 7 Points  
□ Provides Rapid Rehousing to families, individuals and/or transition aged youth (TAY) as evidenced by APR = 8 Points  
□ Proposes Rapid Rehousing or Joint TH and PH-RRH for families, individuals and/or transition aged youth (TAY) = 6 Points  
□ Serves transition aged youth as evidenced by EveryOne Home HUD Target Population Report showing 80% plus of heads of household in this category = 6 Points  
□ Serves transition aged youth as evidenced by EveryOne Home HUD Target Population Report showing 50% plus of heads of household in this category = 3 Points  
□ Serves veterans as evidenced by EveryOne Home HUD Target Population Report showing 80% plus of heads of household in this category = 6 Points  
□ Serves veterans as evidenced by EveryOne Home HUD Target Population Report showing 50% plus of heads of household in this category = 3 Points  
□ EveryOne Home HUD Target Population Report demonstrates that 75% or more of households entered project from the streets or other places not meant for human habitation = 8 Points  
□ EveryOne Home HUD Target Population Report demonstrates that 50% or more of households entered project from the streets or other places not meant for human habitation = 4 Points |

2.a Target populations and severity of need = (up to 10 points)

*Check any boxes that are true and can be verified by back up documentation. Project will receive the score from the highest single point value that can be verified, section is not cumulative.*

*If Applicant adds optional narrative (page 11) and provides documentation for support, scorers may award full points value for the specific target population(s).*
| 2.b Housing First and Low Barrier = 10 Points | Housing First Narrative Questions = up to 4 Points as determined by application scorers. An additional 6 points will be awarded if project required HF documents demonstrate adherence to specific Housing First principles.  
*All applicable boxes can be checked and points will be cumulative up to 10 points for this section.* |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>EveryOne Home HUD Target Population Report demonstrates that 75% or more of households are fleeing domestic violence and/or human trafficking = 6 Points</td>
<td>Eligibility Criteria/Housing Application provided for renewing projects, proposed for new projects demonstrate low barriers to entry and no preconditions to entry; voluntary services and prioritizing engagement and problem-solving over therapeutic goals; and rapid placement and stabilization in permanent housing.</td>
</tr>
<tr>
<td>EveryOne Home HUD Target Population Report demonstrates that 50% or more of households are fleeing domestic violence and/or human trafficking = 3 Points</td>
<td>Participant Agreement, Lease, and/or House Rules provided for renewing projects, proposed for new projects demonstrate voluntary participation in services and prioritizing engagement and problem-solving over therapeutic goals = 2 Points</td>
</tr>
<tr>
<td>Housing First Narrative Questions = up to 4 Points as determined by application scorers following Housing First Checklist (Principles: low barrier and no preconditions to entry; voluntary services and prioritizing engagement and problem-solving over therapeutic goals; and rapid placement and stabilization in permanent housing).</td>
<td>Participant Agreement, Lease, and/or House Rules provided for renewing projects, proposed for new projects demonstrate project prioritizes rapid placement and stabilization in permanent housing including showing eviction back to homelessness is avoided = 2 Points</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.c Cost Effectiveness = 5 points</th>
<th>Average annual per unit/slot is 25% or more below average of comparable projects in package = 5 Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual costs for renewals and budgeted costs for new proposals will be scored</td>
<td>Average annual per unit/slot is 1-25% or more below average of comparable projects in package = 3 Points</td>
</tr>
<tr>
<td>Average annual per unit/slot is at average = 2 Points</td>
<td>Average annual per unit/slot is higher than average = 0 Points</td>
</tr>
</tbody>
</table>

| Grant Management = up to 25 Points maximum | Existing project had no unexpended funds in the last grant year. = 5 Points 
Proposed project applicant has a record of fully expending comparable grants = 5 Points |
|---|---|

See Sector Specific Benchmarks and Self Scoring Charts on the following pages.
<table>
<thead>
<tr>
<th>4.b Reports and Invoicing</th>
<th>10 Points maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project provided evidence of on time submission of APRs and quarterly LOCCS draws for the last two grant cycles or for as long as the project has operated if less than three years old = <strong>10 Points</strong></td>
<td></td>
</tr>
<tr>
<td>Proposed projects can provide evidence through three (3) maximum APRs and quarterly LOCCS draws for the last two grant cycles for a comparable program = <strong>10 Points</strong></td>
<td></td>
</tr>
<tr>
<td>Project provided evidence of on-time submission of APRs and quarterly LOCCS draws for the last two grant cycles or for as long as the project has operated if less than three years old, at least 75% of time = <strong>5 Points</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.c Proof of Eligibility</th>
<th>5 Points maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narrative for existing and proposed project describes adequate procedures for determining and documenting participant eligibility; narratives for both project types which contain more detail will score higher. = <strong>up to 5 Points</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.d Utilization</th>
<th>5 Points maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project was fully utilized during the program year = <strong>5 Points</strong></td>
<td></td>
</tr>
<tr>
<td>The existing project was utilized to 90% during the program year. Proposed projects who were fully utilized during the program year in a comparable program = <strong>4 Points</strong></td>
<td></td>
</tr>
<tr>
<td>The project was utilized to 80% during the program year = <strong>2 Points</strong></td>
<td></td>
</tr>
<tr>
<td>The project was utilized at less than 80% for the program year = <strong>0 Points</strong></td>
<td></td>
</tr>
<tr>
<td>The project was utilized at less than 80% for the program year, and has provided a reasonable explanation (as determined by application scorers). Narratives with detailed explanation and strategies to reduce under-utilization may be awarded some points.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Organizational Capacity</th>
<th>13 Points maximum for entire section</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.a HMIS: Data Completeness Report Card = <strong>2 Points</strong> maximum</td>
<td></td>
</tr>
<tr>
<td>Exiting project’s data quality score is greater than or equal to 95%. Proposed projects have a data quality score greater than or equal to 95% for a comparable program = <strong>2 Points</strong></td>
<td></td>
</tr>
<tr>
<td>Greater than or equal to 90% and below 95% = <strong>1 Point</strong></td>
<td></td>
</tr>
<tr>
<td>Below 90% = <strong>0 Points</strong></td>
<td></td>
</tr>
<tr>
<td>5.b Fiscal Management = <strong>4 Points</strong> maximum</td>
<td></td>
</tr>
<tr>
<td>Existing and proposed projects provided the most recent annual independent audit (or financial statement if audit is not required) from no earlier than FYE ending December 31, 2015, that shows no findings or areas of concern in the management letter = <strong>up to 4 Points</strong>.</td>
<td></td>
</tr>
<tr>
<td>5.c Quality Assurance = <strong>7 Points</strong> maximum</td>
<td></td>
</tr>
<tr>
<td>Existing or proposed project will be scored a <strong>maximum of 7 points</strong> for their quality assurance narrative.</td>
<td></td>
</tr>
</tbody>
</table>
## 2017 Scoring for Outcome Measures, by Sector

### 1. Permanent Supportive Housing

<table>
<thead>
<tr>
<th>Measure</th>
<th>Benchmark</th>
<th>Scoring</th>
</tr>
</thead>
</table>
| A | Retains and/or exits to other Permanent Housing > 12 months | 95% | ☐ Meets or exceeds local benchmark in an existing project = 10 Points  
☐ Proposes to meet or exceed local benchmark in a new project and has demonstrated capacity from similar projects = 10 Points  
☐ Is within 5 percentage points of the local benchmark in existing project = 8 Points  
☐ Is within 10 percentage points of the local benchmark within an existing project = 4 Points  
☐ Is > 10 percentage points below the local benchmark = 0 Points  
☐ Project proposes outcomes that do not meet local benchmark and/or evidence from prior projects indicates that applicant cannot meet local benchmark = 0 Points |
| B | Adults who maintain or increase income | 50% of leavers and stayers | ☐ Meets or exceeds local benchmark in existing project = 7 Points  
☐ Proposes to meet or exceed local benchmark in a new project and has demonstrated capacity from similar projects = 7 Points  
☐ Is within 5 percentage points of local benchmark in existing project = 5 Points  
☐ Is within 10 percentage points of local benchmark in existing project = 3 Points  
☐ Is > 10 percentage points below the local benchmark in existing project = 0 Points  
☐ Project proposes outcomes that do not meet local benchmark and/or evidence from prior projects indicates that applicant cannot meet local benchmark = 0 Points |
| C | Obtains/maintains non-cash mainstream benefits | 56% leavers and stayers | ☐ Meets or exceeds local benchmark in existing project = 7 Points  
☐ Proposes to meet or exceed local benchmark in a new project and has demonstrated capacity from similar projects = 7 Points  
☐ Is within 5 percentage points of local benchmark in existing project = 5 Points  
☐ Is within 10 percentage points of local benchmark in existing project = 3 Points  
☐ Is > 10 percentage points below the local benchmark in existing project = 0 Points  
☐ Project proposes outcomes that do not meet local benchmark and/or evidence from prior projects indicates that applicant cannot meet local benchmark = 0 Points |
| D | Exits to Homelessness | <10% | ☐ Meets or exceeds local benchmark in existing project = 8 Points  
☐ Proposes to meet or exceed local benchmark in a new project and has demonstrated capacity from similar projects = 8 Points  
☐ Is within 5 percentage points of local benchmark in existing project = 4 Points  
☐ Is within 8 percentage points of local benchmark in existing project = 2 Points  
☐ Is > 10 percentage points below the local benchmark in existing project = 0 Points  
☐ Project proposes outcomes that do not meet local benchmark and/or evidence from prior projects indicates that applicant cannot meet local benchmark = 0 Points |
### 2. Rapid Rehousing, Youth Serving Transitional Housing and Joint TH and PH-RRH

<table>
<thead>
<tr>
<th>Measure</th>
<th>Benchmark</th>
<th>Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>A: Obtains Permanent Housing</td>
<td>80%</td>
<td>- Meets or exceeds local benchmark in an existing project = <strong>10 Points</strong>&lt;br&gt;- Proposes to meet or exceed local benchmark in a new RRH project and has demonstrated capacity from similar projects = <strong>9 Points</strong>&lt;br&gt;- Is within 5 percentage points of the local benchmark in existing project = <strong>8 Points</strong>&lt;br&gt;- Is within 10 percentage points of the local benchmark within an existing project = <strong>4 Points</strong>&lt;br&gt;- Is &gt; 10 percentage points below the local benchmark = <strong>0 Points</strong>&lt;br&gt;- Project proposes RRH outcomes that do not meet local benchmark and/or evidence from prior projects indicates that applicant cannot meet local benchmark = <strong>0 Points</strong></td>
</tr>
<tr>
<td>B: Adults who Increase Income</td>
<td>30% of leavers and stayers</td>
<td>- Meets or exceeds local benchmark in existing project = <strong>7 Points</strong>&lt;br&gt;- Proposes to meet or exceed local benchmark in a new RRH project and has demonstrated capacity from similar projects = <strong>7 Points</strong>&lt;br&gt;- Is within 5 percentage points of local benchmark in existing project = <strong>5 Points</strong>&lt;br&gt;- Is within 10 percentage points of local benchmark in existing project = <strong>3 Points</strong>&lt;br&gt;- Is &gt; 10 percentage points below the local benchmark in existing project = <strong>0 Points</strong>&lt;br&gt;- Project proposes outcomes that do not meet local RRH benchmark and/or evidence from prior projects indicates that applicant cannot meet local benchmark = <strong>0 Points</strong></td>
</tr>
<tr>
<td>C: Obtains or Maintains non-cash Mainstream Benefits</td>
<td>56% of leavers and stayers</td>
<td>- Meets or exceeds local benchmark in existing project = <strong>7 Points</strong>&lt;br&gt;- Proposes to meet or exceed local RRH benchmark in a new project and has demonstrated capacity from similar projects = <strong>7 Points</strong>&lt;br&gt;- Is within 5 percentage points of local benchmark in existing project = <strong>5 Points</strong>&lt;br&gt;- Is within 10 percentage points of local benchmark in existing project = <strong>3 Points</strong>&lt;br&gt;- Is &gt; 10 percentage points below the local benchmark in existing project = <strong>0 Points</strong>&lt;br&gt;- Project proposes outcomes that do not meet local RRH benchmark and/or evidence from prior projects indicates that applicant cannot meet local benchmark = <strong>0 Points</strong></td>
</tr>
<tr>
<td>D: Returns to Homelessness</td>
<td>&lt;10%</td>
<td>- Meets or exceeds local benchmark in existing project = <strong>8 Points</strong>&lt;br&gt;- Proposes to meet or exceed local benchmark in a new RRH project and has demonstrated capacity from similar projects = <strong>8 Points</strong>&lt;br&gt;- Is within 5 percentage points of local benchmark in existing project = <strong>4 Points</strong>&lt;br&gt;- Is within 8 percentage points of local benchmark in existing project = <strong>2 Points</strong>&lt;br&gt;- Is &gt; 10 percentage points below the local benchmark in existing project = <strong>0 Points</strong>&lt;br&gt;- Project proposes outcomes that do not meet local RRH benchmark and/or evidence from prior projects indicates that applicant cannot meet local benchmark = <strong>0 Points</strong></td>
</tr>
</tbody>
</table>
### 3. General (non-youth serving) Transitional Housing Renewals Only

<table>
<thead>
<tr>
<th>Measure</th>
<th>Benchmark</th>
<th>Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Obtain Permanent Housing</td>
<td>80%</td>
<td>☐ Meets or exceeds local benchmark* = 10 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Is within 5 percentage points of the local benchmark = 8 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Is within 10 percentage points of the local benchmark = 4 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Is &gt; 10 percentage points below the local benchmark = 0 Points</td>
</tr>
<tr>
<td>B Adults who maintain or increase income</td>
<td>50% of leavers and stayers</td>
<td>☐ Meets or exceeds local benchmark = 7 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Is within 10 percentage points of local benchmark = 6 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Is within 15 percentage points of local benchmark = 3 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Is &gt; 15 percentage points below the local benchmark = 0 Points</td>
</tr>
<tr>
<td>C Obtains or Maintains non-cash Mainstream Benefits</td>
<td>56% of leavers and stayers</td>
<td>☐ Meets or exceeds HUD benchmark = 7 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Is within 5 percentage points of HUD benchmark = 6 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Is within 10 percentage points of HUD benchmark = 3 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Is &gt; 10 percentage points below the local benchmark = 0 Points</td>
</tr>
<tr>
<td>D Length of Time Homeless (length of stay in program)</td>
<td>Average LOS &lt;180 days</td>
<td>☐ Meets or exceeds local benchmark = 8 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Is within 10% of local benchmark = 4 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Is within 20% of local benchmark = 2 Points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Is &gt; 21% above local benchmark = 0 Points</td>
</tr>
</tbody>
</table>
HUD COC NOFA

See the results of the 2017 final local competition below:

ALAMEDA COUNTY 2017 COC NOFA RATING AND RANKING LIST

Thank you to Applicants that submitted appeals to the Rating and Ranking list to be included in the 2017 CoC NOFA competition. A total of two appeals were received by the deadline and will be reviewed by the Appeals Panel. The Panel will review by 9/18/2017 and the results will be communicated to the respective projects.

A final Rating and Ranking list reflective of any changes generated by appealing projects will be issued by EveryOne Home staff and published on the EveryOne Home website on 9/19/2017. The HUD NOFA Committee will approve and finalize the final Rating and Ranking list.

If you have any other questions please feel free to contact us at info@everyonehome.org

EveryOne Home is responsible for facilitating Alameda County's Continuum of Care (CoC) Program Funding Process Competition issued by the federal department of Housing and Urban Development (HUD). Each year we are responsible for rating and ranking projects currently receiving these federal

DOWNLOADS

2015 NOFA Community Planning Process
EveryOne Home is responsible for facilitating Alameda County's Continuum of Care (CoC) Program Funding Process Competition issued by the federal department of Housing and Urban Development (HUD). Each year we are responsible for rating and ranking projects currently receiving these federal dollars. Moreover, we will often invite applications for new or bonus projects—depending on the amount of funding available.

The 2017 HUD CoC NOFA was released on Friday, July 14, 2017, and the competition will close Thursday, September 28, 2017. Click here to review the Notice and find out more guidance from HUD.

### 2017 APPLICATION AND SUPPLEMENTAL MATERIALS

- 2017 Local Application
- 2017 HMIS Application
- Target Population Report Instructions
- EveryOne Home HUD Target Population Tool (Updated 8.16.17 Version)
- Home Stretches MOU
- 2017 HUD CoC NOFA Appeal Process
- 2017 Housing First Checklist
- Notification of PSH Opening

2015 NOFA Community Planning Process
2014 NOFA Community Planning Process
2013 NOFA Community Planning Process
2012 NOFA Community Planning Process
2016 Consolidated Application 9.12.16
2016 Results for the CoC Funding Competition
2016 NOFA Community Planning Process
We will be emailing current and prospective grantees specific information about NOFA Timeline and next steps – as we move forward with this year’s NOFA Competition. Make sure you are on our email list by registering here.

2017 HUD CoC NOFA FAQs
- NOFA FAQs Part 1
- NOFA FAQs Part 2
- NOFA FAQs Part 3

Bidders’ Conference 8.11.17 Meeting Materials
- Presentation
- 2017 CoC NOFA Timeline Highlights

Community Input Session 8.7.17 Meeting Materials
- Agenda
- Notes
- NOFA 2017 Updates
- TH-PH-RRH Summary 8.3

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Strategic Direction Memo to NOFA Committee 8.3
Input Session Presentation
MEMORANDUM

To: NOFA Committee; EveryOne Home Leadership Board; Funder’s Collaborative
From: HUD CoC Committee
Date: August 2nd, 2017
Re: Strategic Direction from HUD CoC Committee for Responding to the 2017 Continuum of Care Program Notice of Funding Availability (CoC NOFA)

The purpose of this Memo is to provide the HUD NOFA Committee, with strategic guidance for approaching the local rating and ranking process for projects seeking to be included in the collaborative application for up to $35 million in 2017 CoC Program funding for Alameda County. It is also a recommendation to the Everyone Home Leadership Board, and Funders’ Collaborative to help identify resources that will make strategic reallocation possible.

This strategic guidance was approved by the HUD CoC Committee as its August 1st meeting. EveryOne Home and HCD staff provided analysis and recommended strategies for this year’s NOFA competition. HUD CoC and NOFA committee members discussed and provided feedback that resulted in the set of recommendations below to execute a fair local process that maintains an effective array of HUD CoC funded projects.

This Strategic Direction will be shared at the upcoming August 7th, Community Input Session, for community’s consideration of the implementation of this guidance. In addition, we are sharing the same direction with the EOH Leadership Board and Funder’s Collaborative to identify short-term gap and long-term funding strategies to preserve County programs targeting people experiencing homelessness and continue to increase Alameda’s housing system capacity.

The NOFA Committee incorporate this strategic direction and set of recommendations in its process of designing the 2017 Local Application and scoring criteria.

Recommendations

Recommendation 1: Reallocation of general purpose TH into TH/RRH:
This year’s NOFA provides a reallocation opportunity to pair Transitional Housing with Rapid Rehousing under a single program. The HUD CoC Committee recognizes this as an opportunity to strengthen our system and add permanent housing resources, but it requires existing TH programs to exit the HUD package and come back as new projects with new clients. Bridge
funding will be required to accomplish this without closing residential buildings and exiting TH residents to homelessness. This will likely require the support of local funders to cover costs for up to 18 months during the transition.

The HUD CoC Committee directs the NOFA Committee to pursue reallocation that strengthens our system and application package and is aligned with our guiding principles. HUD CoC is supportive of continuing to pursue strategies already in use such as; 1. Maintaining a minimum scoring threshold to continue the reallocation of low performing projects regardless of project type-consistent with prior reallocation processes, and 2. Inviting voluntary reallocation.

For this year and potentially future years the HUD CoC Committee strongly recommends general purpose TH projects to consider applying for TH/RRH and asks that the NOFA Committee look for ways to incentivize this type of reallocation in the local NOFA Competition; and calls for the investment of our County and City funding partners to keep TH running in the County – by providing bridge funding and support to those choosing reallocation, given Alameda County’s critical need to maintain and increase housing system capacity at a time of increased homelessness. This recommendation includes a commitment to increased benchmarks for Projects’ next year.

**Recommendation 2:** Strive to have 90% of PSH project beds either 100% dedicated to the chronically homeless dedicated or to the new HUD definition of PSH Dedicated PLUS.

The HUD CoC Committee directs the NOFA Committee to consider what evidence of dedication is needed and whether to make the dedication mandatory for inclusion in the package -as the CoC has done with low barrier and Housing First in the past.

**Recommendation 3:** Solicit applications for bonus projects, and open to expansion and new bonus projects.

**Recommendation 4:** Limit revisions to the local applications to those that increase clarity, reduce work load and/or incorporate the above recommendations.

**Recommendation 5:** Utilize the same guiding principles as the 2016 NOFA round:

- Maximize the resources available to community
- Package submitted will align with HUD priorities to meet local needs
- Prioritize ensuring existing residential capacity and housing stability is maintained systemwide
- Keep the renewal process as simple as possible
- Continue to emphasize project performance and the submission of projects that will meet HUD’s thresholds
- Support individual projects seeking to reallocate or reclassify where relevant
- Facilitate a clear, fair and transparent local process
EveryOne Home NOFA Committee

INSTRUCTIONS and APPLICATION FORMS for
2017 CoC RENEWAL and NEW PROJECT LOCAL SUBMISSIONS

EveryOne Home, Alameda County’s Continuum of Care (CoC) Lead Agency, is inviting local applications for renewing CoC projects and new projects to be created using reallocated funds from the CoC’s existing Annual Renewal Demand (ARD) and/or permanent housing bonus funds. The United States Department of Housing and Urban Development (HUD) requires that all project applications included in the CoC Collaborative Application to have been rated and ranked by the local Continuum of Care (CoC). Without a local application, projects cannot be scored or ranked and cannot be included in the final application package.

Local application due date: Wednesday, August 30, 2017 by noon via email to info@everyonehome.org.

The results of the local Rating and Ranking process will be announced on Wednesday, September 13, 2017. If changes to the Rating and Ranking List are necessitated by the results of the Appeals Process, they will be announced on Tuesday, September 19, 2017 and published on the EveryOne Home website.

Project types that must submit the attached application:

- Renewing Transitional Housing (TH) (both youth-serving and general-use),
- Renewing Permanent Supportive Housing (PSH),
- Renewing Rapid Rehousing (RRH),
- Renewing Coordinated Entry (SSO for CES),
- New RRH (individuals and families, including unaccompanied youth),
- New Joint TH and PH-RRH component,
- New PSH DedicatedPLUS or PSH with 100% CH.

New this year, new projects can serve to expand existing renewals (NOFA page 12).

Prior to 2016, new and renewing applications were separate documents. As of 2016, they have been combined into a single project application with some questions relevant to either new or renewing applicants. For example, renewing applicants will be asked for “existing housing capacity” and new projects for “proposed housing capacity.” In cases where questions or point calculations differ between existing (renewal) and proposed (new) projects, the questions or instructions for proposed projects will be highlighted as they are here.


Available Funds: Alameda County’s approved Annual Renewal Demand (ARD) = $33,272,919. The CoC can submit renewing and reallocated projects for up to that amount plus an additional $1,996,375 in Permanent Housing Bonus funds for one or more new permanent housing projects. The application package will also include a CoC Planning Grant of up to $998,188. This amount is not ranked competitively and does not affect the amount available to projects. If it is not requested by the Collaborative Applicant for CoC Planning activities it cannot be accessed by the CoC.
The total funds requested from Alameda County that are competitively scored cannot exceed the combined amounts of the ARD and the bonus funds, which is currently = $35,269,294.

**Eligible Applicants:**

Applicants for renewing grants must be listed as the current grant recipient on the CoC’s 2016 Grant Inventory Worksheet approved by HUD. Eligible projects for renewal must have an existing contract or expect to be under contract by December 31, 2017 for funds awarded in a previous application round. If you have a question about whether you are listed in the GIW contact Riley Wilkerson at Riley.Wilkerson@acgov.org, at Alameda County Department of Housing and Community Development, who functions as the CoC Collaborative Applicant.

**Applicants do not need to be current grantees to apply for reallocated or bonus funds.** For profit entities are not eligible to apply.

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**Threshold Requirements New for 2017 Local Process:**

All applicants who receive HUD CoC funding are required to participate in Coordinated Entry, meaning that projects must notify Coordinated Entry of all openings and fill those openings with participants referred from Coordinated Entry. All applicants will be required to certify they are aware of this expectation and are already complying or will be compliant by the end of 2017.

PSH projects are required to have an executed Memorandum of Understanding with Home Stretch (the Coordinated Entry registry for PSH) and an updated inventory on file with the CoC by the September 25, 2017 package submission deadline in order to be included in the application package. Though not required as an attachment to the local application submission on August 30, 2017, it can be attached, and is included herein.

**Projects that are not planning on renewing their CoC funding:**

Projects who find mainstream funders to cover project costs with resources that are a better fit, or projects that determine they are unlikely to receive the minimum score on their local application may elect not to submit an eligible project for renewal. Projects eligible to be renewed, but electing not to be included in the 2017 HUD application are being asked to indicate so by completing and submitting the General Section of the application.

The funds for projects not electing to renew will be added to the pool of available funds for reallocation to new projects. The decision not to renew is permanent. Once eliminated from the package, the same project cannot reapply in subsequent years. Only new projects created by reallocated funds or bonus funds can get added to our package in future application rounds.

**Projects renewing for the first time that are not yet under contract, or which were not in operation for a full twelve months since October 1, 2015:**

Renewing projects without a year of operation and expenditures need only complete and submit items a-e of the General Section. They will receive the score awarded when they applied as a new project and be ranked according to that score.

Projects with a start date later than October 1, 2015 and one full year of program data may elect to receive the score awarded when they applied as a new project, or submit a full local application based on data from their start date to twelve months later.
Voluntary reductions of grants:

Projects that have consistently underspent funds may wish to consider reducing their renewal amounts. Page 2 of the application has a space to indicate if the amount requested is less than the amount indicated on the Grant Inventory Worksheet (GIW) and by how much. Projects cannot request more than what is listed on the GIW.

Reallocated and Bonus funds available for new projects:

Alameda County CoC will have a minimum available to be reallocated to fund new projects. Additional funds may come available because projects reduce their renewal amount or elect not to submit. The CoC welcomes voluntary reallocation of HUD funds. Projects that can be funded using reallocated dollars include:

a. New permanent supportive housing (PSH) projects that meet DedicatedPLUS requirements or new PSH projects where 100% of beds are for the chronically homeless.

b. New rapid rehousing (RRH) projects that will serve homeless individuals and families, including unaccompanied youth.

c. New Joint Transitional Housing (TH) and Permanent Housing-Rapid-Rehousing (PH-RRH) component projects.

d. New dedicated HMIS projects.

The Continuum is also eligible to apply for permanent housing bonus projects. Bonus funds may only be used for project types a., b., and c. above.

Because any new permanent housing project can be funded using either bonus or reallocated funds, new permanent housing applications that are either PSH, RRH, and Joint TH and PH-RRH are strongly encouraged.

Appeals Process

The NOFA Committee has developed a formal appeals process for the HUD CoC NOFA local competition, which was approved by the HUD CoC Committee on June 20, 2017. The 2017 Alameda County HUD CoC NOFA Appeals Process, included here, has incorporated 2016 NOFA's community feedback and a review of various appeal processes, including those of neighboring CoCs.

1) What can be appealed: An application that
   a. Was not evaluated according to the published local NOFA process AND/OR
   b. Evaluated in a way that violates federal regulations AND
   c. The adjustment of scores has the possibility of changing in which Tier an Applicant project is ranked OR whether an Applicant project is included in the package at all. Note: this includes any Project who meet Appeals Criteria #1 and/or #2, and its initial Rating and Ranking score appears very close to the end of Tier 1, and can be moved down to Tier 2 as a result of scoring post appeals.

2) What is not eligible for appeal:
   a. Errors or omissions by project Applicants
   b. Projects that do not meet threshold
   c. Dissatisfaction with Project's scores
   d. Need for funds
   e. Appeals submitted after stated deadline

3) Process:
   a. NOFA Committee will release the first Rating and Ranking List on Wednesday, September 13, 2017, including dollar amounts and point scores.
b. In the unlikely event of a mathematical error, Applicants must report the issue to EveryOne Home within 48 hours of release of the Rating and Ranking List, for the error to be corrected. The Rating and Ranking List and scores will be reissued with the appropriate corrections at the time of the release of the final Rating and Ranking List.

c. Applicant projects have from the time of the release of the initial Rating and Ranking List on **Wednesday, September 13, 2017**, through the close of business day (CBD) on **Friday, September 15, 2017**, to register any appeals via email. Appeals and any supporting documentation should be emailed to info@everyonehome.org. Appealing projects will be limited to the grounds raised in the original appeal, and only on items/attachments that were included in the initial project’s Application.

d. All appeal requests will be confirmed via email within one (1) business day of submission. All appeals submitted before the deadline will be posted to the EveryOne Home website within 24 working hours of the deadline. All Applicant projects who wish to submit appeals will be subject to this deadline. **There will not be a second round of appeals.**

e. Agencies will need to provide, in writing and with supporting examples/backup documentation, specific sections of the Application on which the appeal is based, and/or sections or examples where local guidelines or regulations were violated.

f. The appeal’s request must specify facts and evidence sufficient for the Appeals Panel to determine the validity of the appeal (see **What can be appealed, Page 1**). Appealing projects will be limited to the grounds raised in the original appeal, and only on items/attachments that were included in the initial project’s Application.

g. The Panel will have until **Monday, September 18, 2017** to review all submitted appeals and back up documentation.

h. A final Rating and Ranking List reflective of any changes generated by appealing projects will be issued by EveryOne Home staff, and published on the EveryOne Home website on **Tuesday, September 19, 2017**.

i. The HUD NOFA Committee will approve and finalize the final Rating and Ranking List.

**Submission Requirements:**

All project types must submit their local application via email to EveryOne Home at info@everyonehome.org, by **noon, August 30, 2017**. In addition to the completed local application form, applicants must include copies of all required back up documentation not submitted ahead of time as a PDF. The file name for the attachment document should reflect the applicant and project names.

**Note:** Those projects that have submitted some or all their attachments previously should review the list carefully, as some required attachments have been added and others modified, to make sure you have included all required documents. If you wish to replace documents previously submitted with updated versions (for example, Housing First documents) attach them to your application and indicate in your cover email which documents you want replaced from your prior submission.

Projects must also complete a project application in e-snaps by close of business on **September 13, 2017**. This year, renewal projects will have the opportunity to submit project application in e-snaps with no changes. Instructions for determining if this is an appropriate action for your project, and steps on how to do it, are embedded in the e-snaps application instructions online. Any questions concerning e-snaps or that application process should be submitted to Riley Wilkerson at Riley.Wilkerson@acgov.org, at Alameda County Department of Housing and Community Development, who functions as the CoC Collaborative Applicant.
The items below are separated into categories, but can be submitted as a single PDF. All items below are required to be attached for applicants to receive full points on a related section of the application. There is a checklist included with the application which can be utilized to ensure that all relevant items are enclosed.

The required documents are listed below.

1. HMIS-Based Reports: **Reports should be run for the federal fiscal year October 1, 2015 – September 30, 2016, not the calendar year.** If the project has been operational for at least 12 months, but started after October 1, 2015, and is electing to submit a full local application, please use the first 12 months of operation for the report date range (e.g. if Project started December 1, 2015, run a report for December 1, 2015 – November 30, 2016):
   a. EveryOne Home HUD Target Population Report.
   c. System Performance Report 0701 – Exits to Permanent Housing with Return to Homelessness - Metric 2 – v03 This report should be run by TAY-TH and RRH Projects.
   d. Applicants proposing new projects can submit up to 3 APRs from programs comparable as to what is being proposed. Reports should be from **October 1, 2015 – September 30, 2016.**

2. Housing First Documents:
   a. Existing or Proposed Project Participant Agreement; Lease or sub-Lease, and/or House Rules.
   b. Existing or Proposed Eligibility Criteria and a Housing Application.

3. Grant and Fiscal Management Documents – Lead Agencies only
   a. Proof of submission of the last three APRs, including due date and date of submission.
   b. Proof of LOCCS draws, including date of draw request, for the last two complete grant cycles.
   c. Applicants proposing new projects can include APRs and LOCCS draws for comparable projects.
   d. Most recent annual audit with Management Letter—must be from a fiscal year ending December 31, 2015 or later. Agencies not required to have an annual independent audit, must submit financial statements from the most recently ended fiscal year prepared according to Circular A-133 generally accepted accounting principles. Jurisdictions and public agencies may provide a link to their audits, with page numbers of relevant information such as findings etc.
   e. Proof of 501c3 standing if applicable. **Failure to provide standing (if applicable) can result in exclusion from the package.**
   f. Evidence of Site Control—this is required for any existing projects for which HUD is paying leasing, operating or rehabilitation cost on a building, both residential and service delivery sites. Without evidence of site control for renewal projects for whom the above is true, the project cannot be included in the package.

PSH applicants are strongly encouraged to submit the Home Stretch Memorandum of Understanding (MOU) and updated inventory with their local application on August 30, 2017. These items are due by September 25, 2017.

Applicants responding to this RFP should be very familiar with the 2017 HUD NOFA issued, and with the detailed guidance for completing new and renewing applications in e-snaps. Applicants are expected to know the eligible types of assistance, eligible populations, required match and other requirements from HUD. See https://www.hudexchange.info/resources/documents/FY-2017-CoC-Program-Competition-NOFA.pdf for more information.
HUD Tiers, Project Scoring and Ranking:

HUD continues to require CoCs to rank their projects in two tiers, Tier 1 and 2. Tier 2 projects are at risk of not getting funded and must compete against all other Tier 2 projects nationally. For 2017, Tier 1 is 94% of the CoCs FY 2017 Annual Renewal Demand. Based on the currently approved ARD, the CoC’s Tier 1 and Tier 2 break out as follows:

- **Total Annual Renewal Demand** = $33,272,919
- **Tier 1 Amount** = $31,276,544
- **Permanent Housing Bonus** = $1,996,375
- **Tier 2** = $3,992,750
- **CoC Planning Grant** = $998,188
- **Total Submission allowed** = $36,267,482

Tier 2 is the difference between Tier 1 and the CoC’s ARD, plus any amount for the Permanent Housing Bonus. HUD will fund Tier 2 projects after it has made funding awards to all Tier 1 projects nationally. This year, HUD will again rank all Tier 2 projects against all other Tier 2 projects nationwide. In 2017, project type has been removed as criteria for Tier 2. Projects will be scored on a 100-point scale based on the following:

a. **CoC Score**: Up to 50 points in direct proportion to the score received on the CoC Application rounded to the nearest whole point. Based on Last year’s CoC score of 159.25 our Tier 2 projects would have received 40 points out of 50.

b. **CoC Project Ranking**: Up to 40 points for the CoCs ranking of the project. See page 16 of the NOFA for a detailed description of the formula.

c. **Up to 10 points** for commitment to applying the Housing First model.

Tier 2s from Continuums with high scores on their CoC Application have the best chance of sustaining or increasing their ARD in this competition.

Locally, project applications will be scored on a 100-point scale in five categories:

1. **Primary Activity Type** = Up to 5 points
2. **How Project Helps Address Local and HUD Priorities** = Up to 25 points
3. **Outcome Performance** = 32 points
4. **Grant Management** = 25 points
5. **Organization Capacity** = 13 points

The scoring tool at the back of the application details how projects earn points in each category. Unlike past funding rounds, when renewals were automatically ranked above new projects, both new and renewing projects will be ranked together based on their application scores. In cases where questions or point calculations differ between existing (renewal) and proposed (new) projects, the questions or instructions for proposed projects will be highlighted as they are here. The application form and the scoring tool are tightly linked. As you prepare the application, the scoring chart at the end of this local application can be detached and used alongside many of the sections to self-score.

**Projects must score a minimum of 60 points to be assured inclusion in the application package.** Projects scoring below that threshold will be reallocated. Applicants are strongly encouraged to review the local application, and to self-score their project on the performance indicators as soon as possible to determine if they will meet the minimum score. If in self-scoring the project does not appear to meet threshold, please contact info@everyonehome.org.
In addition to the total score projects receive, reviewers may use additional factors to break ties, adjust the final ranking to place the maximum dollars in Tier 1, include projects that score below 60 points, and/or meet other local objectives for a strong and balanced package that maximizes points for the entire Continuum. Factors that may be considered include:

- the geographic and population diversity of the projects included;
- the projected impact of the loss of any residential buildings on homeless people;
- the expiration date and amount of the grant.

Download a Word version of this application from the EveryOne Home website at http://everyonehome.org/our-work/hud-coc-nofa/. Save your completed application and its attachments as a PDF with agency, project, and content in the file name and attach to an email to info@everyonehome.org to submit as described on page 1. Multiple PDFs for agencies with large files for backup are acceptable. Public entities are welcome to submit their audits via link in the cover email with page numbers of findings and management letters indicated in their communication.

For questions regarding the completion of the local application, please contact EveryOne Home at info@everyonehome.org. The Frequently Asked Questions (FAQ) period starts on August 11, 2017 and ends on August 24, 2017. All questions received will be responded to in writing and posted to the EveryOne Home website.

All project applications received by the deadline will be reviewed and applicants will be notified by September 13, 2017 of their score, their initial ranking and whether they are being included in the Consolidated Application. Ranking is subject to change according to appeals (if any) and the final ranking will be released September 19, 2017.
Alameda County Continuum of Care/
EveryOne Home Governance Charter
Approved by the EveryOne Home Leadership Board 9/29/16
Contents

I. Overview and Purpose .................................................................................................................. 5

II. Definition of Terms .................................................................................................................... 5

III. Continuum of Care Membership/Collective Impact Initiative .................................................. 8
    A. Continuum of Care Membership Roles and Responsibilities .................................................. 8
    B. Continuum of Care Membership ............................................................................................. 9
    C. Continuum of Care Membership Meetings ............................................................................. 9
    D. Membership Voting .................................................................................................................. 10
    E. Continuum of Care Membership Committees ......................................................................... 10
    F. Procedure for Selection of Members to the EveryOne Home Leadership Board and the HUD CoC Committee .................................................................................................................. 10

IV. Leadership Board ................................................................................................................... 10
    A. Leadership Board Roles and Responsibilities ......................................................................... 10
    B. Leadership Board Membership ............................................................................................... 11
    C. Leadership Board Terms ......................................................................................................... 13
    D. Leadership Board Meetings .................................................................................................... 13
    E. Leadership Board Voting ......................................................................................................... 13
    F. Leadership Board Committees ................................................................................................ 13

V. Steering Committee ................................................................................................................ 15
    A. Steering Committee Roles and Responsibilities ....................................................................... 15
    B. Steering Committee Membership ........................................................................................... 15
    C. Steering Committee Terms ..................................................................................................... 15

VI. Organizational Health Committee ........................................................................................ 16
    A. Organizational Health Committee Roles and Responsibilities .............................................. 16
    B. Organizational Health Committee Membership ....................................................................... 16
    C. Organizational Health Committee Terms ................................................................................ 16

VII. HUD Continuum of Care Committee ................................................................................. 17
     A. HUD Continuum of Care Committee Roles and Responsibilities ........................................... 17
     B. HUD Continuum of Care Committee Membership ................................................................. 18
     C. HUD CoC Committee Terms .................................................................................................. 19
     D. Subcommittees to the HUD CoC Committee ......................................................................... 19

VIII. Funders Collaborative Committee ....................................................................................... 19
A. Funders Collaborative Committee Roles and Responsibilities................................. 20
B. Funders Collaborative Committee Membership......................................................... 20
C. Funders Collaborative Committee Terms .................................................................. 20

IX. Coordinated Entry System Committee ...................................................................... 20
A. Coordinated Entry System Committee Roles and Responsibilities.......................... 20
B. Coordinated Entry System Committee Membership................................................ 20

X. Performance Management Committee ....................................................................... 21
A. Performance Management Committee Roles and Responsibilities ......................... 21
B. Performance Management Committee Membership ................................................. 21
C. Performance Management Committee Terms ......................................................... 21

XI. Advocacy Committee ............................................................................................... 22
D. Advocacy Committee Roles and Responsibilities ...................................................... 22
E. Advocacy Committee Membership ........................................................................... 22
F. Advocacy Committee Terms ..................................................................................... 22

XII. Standards for Providing Continuum of Care Assistance ........................................... 22
A. General Eligibility for Assistance Policies ................................................................. 22
B. Policies for Determining and Prioritizing which Eligible Households Receive Transitional Housing ................................................................. 23
C. Policies for Determining and Prioritizing which Eligible Households Receive Rapid Rehousing Assistance ................................................................. 23
D. Policies for Determining Rent Amounts Eligible Households Receiving Rapid Rehousing Assistance Must Pay ........................................................................ 23
E. Policies for Determining and Prioritizing which Eligible Households Receive Permanent Supportive Housing ................................................................. 24

XIII. Homeless Management Information System (HMIS) ............................................... 24
A. Designated HMIS ...................................................................................................... 24
B. Designated HMIS Lead ............................................................................................ 25

XIV. Process for responding to the Continuum of Care Notice of Funding Availability .... 27
A. The Collaborative Applicant ..................................................................................... 27
B. The Continuum of Care Lead Agency ....................................................................... 27
C. The Continuum of Care NOFA Committee .............................................................. 27

XV. Conflict of Interest Requirements ........................................................................... 28

APPENDIX A – Organizational Chart ............................................................................. 29

Alameda County Continuum of Care/EveryOne Home Governance Charter, September 2016
APPENDIX B – Interim Rule ................................................................. 30
APPENDIX C—Collective Impact Background .................................................. 35
APPENDIX D – HUD Definition of Homeless ...................................................... 46
APPENDIX E – Priority Home Partnership Emergency Solutions Grant Policies and Procedures Manual ........ 47
APPENDIX F-- Prioritization for Permanent Supportive Housing Policies .................................................. 53
APPENDIX G--Applications for Membership to Continuum; Leadership Board; HUD CoC Committee ........... 57
APPENDIX H—Tides Project Conflict of Interest Polic.................................................................................. 58
I. Overview and Purpose

EveryOne Home is a collective impact initiative founded in 2007 to facilitate the implementation of Alameda County, California’s plan to end homelessness, known as the EveryOne Home Plan. The Plan calls for ending homelessness in Alameda County by 2020, noting the need for engagement of stakeholders well beyond the homeless and housing service delivery system. To that end, the Plan has been adopted by the Alameda County Board of Supervisors, all 14 cities in the county, and over 70 non-profit homeless and housing providers.

The Everyone Home Plan envisions a system of care in Alameda County that ensures that all extremely low-income residents have a safe, supportive and permanent place to call home with services available to help them stay housed and improve the quality of their lives. The vision is ambitious, and possible. We are building a future in which there are sufficient resources, political leadership, and community involvement to erase homelessness as a permanent fixture in our social landscape. The vision focuses on quick access to permanent housing, strength-based consumer relationships, coordination and collaboration with mainstream partners, policy and resource advocacy, and comprehensive community education. We will have arrived when our community has no unsheltered or chronically homeless people, and we are returning as many people to permanent homes each month as lose them. The Plan charges us with achieving this vision by 2020.

This Governance Charter memorializes how stakeholders will govern the collective impact initiative to end homelessness, meet the federally-defined responsibilities of operating a HUD Continuum of Care as found in the Continuum of Care Program Rule at 24 CFR Part 578, direct the work of the backbone organization, and promote partnership and accountability among the various leadership bodies. This Governance Charter replaces two documents previously adopted by the EveryOne Home Leadership Board: first, the “Leadership Board Governance Policies” adopted December 4, 2008, and second, the “Alameda County Continuum of Care Interim Governance Charter” adopted on August 28, 2014. An organizational chart depicting the relationships amongst the various leadership bodies in the collective impact initiative may be found in Appendix A.

II. Definition of Terms

NOTE: Some of the terms used in this Governance Charter are from The Homeless Emergency Assistance and Rapid Transition to Housing Continuum of Care Program Interim Final Rule at 24 CFR Part 578 (the “Interim Rule”). Those terms are denoted with an asterisk (*). Definitions in the Interim Rule can be found at §578.3. Subpart B-Establishing and Operating a Continuum of Care of the Interim Rule are may be found in Appendix B. The full Interim Rule may be found at HUD CoC Interim Rule.
Additional terms used in this Charter are also noted below.

As used in this Governance Charter:

**Backbone Organization** means the separate organization and staff that manages the collective impact initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly. EveryOne Home, the organization, is the backbone organization for Alameda County’s initiative to end homelessness. It is also the **Continuum of Care Lead** (defined below).

**Centralized or coordinated assessment system** means a centralized and/or coordinated process designed to coordinate program participant intake assessment and provision of referrals. A centralized and/or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.

**Collaborative applicant** means the eligible applicant that has been designated by the Continuum of Care to apply for a grant for Continuum of Care planning funds on behalf of the Continuum.

**Collective impact** means the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants. EveryOne Home is the name of the collective impact initiative to end homelessness in Alameda County. Additional information may be found in **Appendix C**.

**Continuum of Care and Continuum (CoC)** means the group organized to carry out the responsibilities required under Interim Rule. In Alameda County the CoC is part of a collective impact effort to end homelessness. It is composed of representatives of organizations including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate. The CoC can delegate its responsibilities to a board/council, and organizations including the CoC Lead, the Collaborative Applicant, and the HMIS Lead to act on its behalf in fulfilling these responsibilities. (*text partially from §578.3.*)
Continuum of Care Lead (CoC Lead) is the entity designated by the CoC to coordinate its operations and planning functions, including the submission of the CoC funding application. EveryOne Home, the organization, is both the CoC Lead and the backbone organization (as defined above).

Continuum of Care Members are persons who have joined in the collective impact initiative to end homelessness in Alameda County. They are members of EveryOne Home.

Eligible applicant means a private nonprofit organization, State, local government, or instrumentality of State and local government.

Geographic Area identifies the region(s) within a Continuum of Care. Alameda County’s CoC encompasses all 14 cities and the unincorporated County.

Homeless Management Information System (HMIS) means the information system designated by the Continuum of Care to comply with the HMIS requirements prescribed by HUD.

HMIS Lead means the entity designated by the Continuum of Care in accordance with the Interim Rule to operate the Continuum’s HMIS on its behalf.

HUD Continuum of Care Committee (HUD CoC Committee) is the name given to the board which the Interim Rule requires the CoC establish to act on its behalf. The Continuum of Care Committee of EveryOne Home is a part of the collective impact effort to end homelessness in Alameda County.

Interim Rule means the Continuum of Care Program Rule 24 CFR 578, published July 31, 2012, which details the requirements for establishing and operating a Continuum of Care. Where needed, this Governance Charter provides citations from the Interim Rule.

Leadership Board means the body leading the EveryOne Home collective impact initiative.

Program participant means an individual (including an unaccompanied youth) or family who is assisted with Continuum of Care program funds.

Project means a group of eligible activities, such as HMIS costs, identified as a project in an application to HUD for Continuum of Care funds and includes a structure (or structures) that is (are) acquired, rehabilitated, constructed, or leased with assistance provided under [the Interim Rule] or with respect to which HUD provides rental assistance or annual payments for operating costs, or supportive services under [the Interim Rule].
Recipient means an applicant that signs a grant agreement with HUD.

Subrecipient means a private nonprofit organization, State, local government, or instrumentality of State or local government that receives a subgrant from the recipient to carry out a project.

III. Continuum of Care Membership/Collective Impact Initiative

Summary: Continuum of Care members are persons who have joined in the collective impact initiative to end homelessness in Alameda County. They are members of EveryOne Home and provide input and vote as individuals, not as representatives of a particular organization, geography or constituency. Membership meetings and activities are staffed by EveryOne Home organizational staff.

A. Continuum of Care Membership Roles and Responsibilities

The Governance Charter assigns the following roles and responsibilities to the Continuum of Care Membership:

1. Hold a minimum of two meetings per year of the full membership, one of which will be the Annual Meeting.
2. Extend an open public invitation for new members to join. Ensure that an updated membership roster is maintained.
3. Adopt and follow the written process for selecting one (1) member to the EveryOne Home Leadership Board.
4. Adopt and follow the written process for selecting three (3) members of the HUD CoC Committee, who will act on behalf of the Continuum as outlined by this Governance Charter.
5. Hold annual elections to fill vacant seats on the Leadership Board and on the HUD CoC Committee.
6. Update the Leadership Board and HUD CoC Committee selection policies no less than every five years.
7. Ratify the initial Governance Charter and approve the annual updates as developed and recommended by the HUD Continuum of Care Committee and approved by the Leadership Board.
8. Utilize the Governance Charter to delegate certain responsibilities (detailed below) for operating the Continuum of Care, designating and operating an HMIS, and Continuum of Care planning to the HUD Continuum of Care Committee, its sub-committees and workgroups, the Continuum of Care Lead Agency (EveryOne Home), the HMIS Lead and the collaborative applicant.
9. Generate ideas and provide strategic input to Leadership Board, HUD Continuum of Care Committee, other committees, workgroups and staff for the annual work plan; systems
changes and improvements to be explored, designed or implemented; and updates needed to the Governance Charter.

**B. Continuum of Care Membership**

Membership will be open to any individual interested in and committed to ending homelessness in Alameda County, California. Persons will join, provide input, and vote as individuals, not as representatives of a particular organization, geography or constituency. Persons can attend meetings and provide input, but must become members to vote.

To become a member an individual will complete a brief application (available on-line or on paper) with contact information and the opportunity to indicate their experience/relationship to the collective impact initiative’s work (i.e. person with lived experience, advocate, non-profit or local government employee, geographic area of the county, type of organization, local government, etc.). This information will be collected by the Continuum of Care Lead to understand who is joining the Initiative/CoC and where more outreach can be done to ensure all stakeholders have the opportunity to engage.

EveryOne Home, the backbone organization, will maintain and update the roster on an annual basis.

**C. Continuum of Care Membership Meetings**

The Continuum of Care will host no less than two community meetings for the full membership. One will serve as the Annual Meeting and the second will serve to update the membership on work plan implementation, system change initiatives and system performance. Additional meetings may be convened as needed throughout the year.

During the Annual Meeting, the following actions will be taken:

1. Invite new members to join the Continuum.
2. Hold elections to fill one (1) CoC membership representative seat on the EveryOne Home Leadership Board.
3. Hold elections to fill open CoC membership representative seats on the HUD CoC Committee. Initially elections will be held for all three seats and then staggered so that one seat per year is up for election. If a representative leaves before the end of his/her term that seat will also be filled through election at the annual meeting.
4. Vote on recommended changes to the Governance Charter.
5. Generate ideas and provide strategic input for the Leadership Board and the CoC Committee.
Members who do not attend the annual meeting (described below) will be contacted and asked if they wish to maintain their membership. Persons who do not respond, as well as those members who wish to discontinue their membership, will be removed from the roster. Persons can join or rejoin at any time by filling out the membership form.

D. Membership Voting
Decisions will be passed by the majority present at a meeting.

E. Continuum of Care Membership Committees
Committees and workgroups can be established as needed. Membership and selection process will be determined at the time a workgroup is established.

F. Procedure for Selection of Members to the EveryOne Home Leadership Board and the HUD CoC Committee
Elections for seats on the EveryOne Home Leadership Board and the HUD CoC Committee will be held at the Annual Meeting.

Nominations will be invited through a public notice at least thirty (30) days prior to the Annual Meeting. Candidates for the elected seats (one to the Leadership Board and one of the three to the HUD CoC Committee) can be nominated by other CoC members, board members or themselves. Nominees will complete a brief application from which the EveryOne Home staff will produce a ballot of all nominees. Candidates can be nominated from the floor of the Annual Meeting and the ballot will include a space for write-in candidates. If not already a CoC member at the time of nomination, nominees must join the CoC to be elected to the Leadership Board and the HUD CoC Committee.

Open elected seats will be filled by the top vote getters and results will be tabulated at the Annual Meeting. In the case of a tie, the membership will vote again to determine the electee.

IV. Leadership Board

Summary: The body leading the EveryOne Home collective impact initiative. It is staffed by EveryOne Home organizational staff.

A. Leadership Board Roles and Responsibilities
The Governance Charter assigns the following responsibilities to the Leadership Board and/or its committees and work groups.
1. Establish, launch and oversee mutually reinforcing strategies to end homelessness in Alameda County.

2. Align the activities of stakeholders through common values, goals, expectations, standards, and performance measures to that end.

3. Develop, adopt and oversee an annual work plan for EveryOne Home the collective impact effort.

4. Collaborate to find resources to fund community-wide initiatives.

5. Establish and oversee operations of a centralized assessment system.

6. Seek strategic input from the Continuum of Care Membership; ensure ongoing communications with members on the status of collective impact efforts. In cases where the Leadership Board determines that the recommendations from the membership are not feasible to pursue, the Leadership Board will provide the membership with an explanation for the basis of that determination through electronic communications and/or through updates at the membership’s next scheduled meeting.

7. Approve recommended changes to updates to the Governance Charter developed by the HUD CoC Committee before forwarding to the membership for ratification.

B. Leadership Board Membership

The Leadership Board will include high-level staff members (e.g. agency or department heads or organizational directors) who are also members of the larger Continuum of Care Membership. The Leadership Board will have a range of 17 to 25 members; three (3) appointed by the HUD CoC Committee, one (1) elected directly by the CoC Membership annually, and the remaining members appointed/recruited by the Leadership Board itself.

In addition to the four seats representing the Continuum of Care general membership and the HUD CoC Committee, the Leadership Board will have representation from organizations as identified in the Interim Final Rule as well as consumers. The Leadership will designate a nominating committee responsible for recruiting remaining open positions. There will be active recruitment if there are gaps needing to be filled.

The Leadership Board will invite the following entities to appoint representatives to serve:

1. Alameda County Community Development Agency (appointed seat)
2. Alameda County Health Care Services Agency (appointed seat)

3. Alameda County Social Services Agency (appointed seat)

4. City of Berkeley (appointed seat)

5. City of Oakland (appointed seat)

6. Veterans Affairs (appointed seat)

The nominating committee will recruit members broadly from, but not limited to, the following stakeholder groups.

- Jurisdictions within Alameda County
- School districts
- Law enforcement
- Housing Authorities
- Persons with lived experience of homelessness
- University or other researcher
- Provider organizations
- Housing developers
- Business, philanthropic and faith leaders

The membership of the Leadership Board is intended to represent the geographic, programmatic, and cultural diversity of the continuum.

It is anticipated that different levels of leadership from the same stakeholder groups will want to participate in the collective impact initiative. Therefore an entity can have representatives participate on separate bodies; for example, an agency may have one person serving as a Leadership Board member while another from that same agency could serve on a committee such as the HUD CoC Committee or the Advocacy Committee.
C. Leadership Board Terms

Terms shall be three years and will be staggered such that approximately one-third the seats shall be filled each year. There are no term limits. In order to establish this system, in calendar year 2016, one-third of the board members will serve a twelve-month term (January-December 2016), one-third will serve a twenty-four-month term (January 2016-December 2017), and the remaining third will serve a full three-year term (January 2016-December 2018).

Leadership Board Officers

The Leadership Board will have two Co-Chairs to serve as its officers. They will be elected by Board members and serve for a term of one year. They are responsible for facilitating the Leadership Board meetings and Steering Committee meetings. At least one Chair will serve as Chair of the Organizational Health Committee and one as the convener of the full membership meetings.

D. Leadership Board Meetings

Board meetings will happen no fewer than four times per year and will be open to the CoC members should they wish to observe. Only board members can vote at board meetings. EveryOne Home staff will provide public notice of meeting times and locations.

A quorum is established when at least 50% + 1 of the membership is in attendance at a Board meeting. Members must attend 75% percent of the meetings annually to be considered members in good standing, which shall be verified by EveryOne Home staff.

E. Leadership Board Voting

For voting matters at the Leadership Board meetings, decisions will be passed by a majority of the members present (50% plus 1).

F. Leadership Board Committees

Committees and workgroups to the Leadership Board will be established as needed. Membership and selection process will be determined at the time a workgroup is established. Committees will determine whether they will be led by a single Chair or Co-chairs. Committee quorums will be established as follows unless otherwise specified in committee’s charter: decisions will be passed by the majority present at a meeting when the membership is open otherwise vote carries at 50% + 1 at meetings with appointed memberships.

Vacancies of set membership committees will be filled, upon recommendation of a qualified candidate by the Committee Chair(s) and/or Executive Director, by the affirmative vote of the majority of that committee. A Committee member elected to fill the vacancy shall be elected for the unexpired term of his/her predecessor in office.
A brief description of each committee is below;

Committees with set memberships, meaning they are seated through election or appointment

1. **Steering Committee**- strategizes on the Leadership Board’s work; conducts board meeting planning, coordinates the work between committees and arbitrates whether decisions are being made at the appropriate level of the initiative, i.e. those requiring board action versus those delegated to committees.

2. **Organizational Health Committee**- oversees the budget staffing and operations of EveryOne Home, the CoC lead agency. Manage the health of EveryOne Home the organization. Provide resource development strategies for the organization. Conduct performance review of the Executive Director. Provide succession planning for the organization. Coordinate and support the priority activities of EveryOne Home in terms of resources and staffing.

3. **HUD Continuum of Care Committee**- functions as the Continuum of Care Board required by the Interim Rule to act on behalf of the membership to ensure the CoC responsibilities are fulfilled. Those include; operating a Continuum of Care, operating and HMIS, Continuum of Care planning, and preparing an application for Continuum of Care funds (Interim Rule §578.7 and §578.9)

4. **Funders Collaborative Committee**- collaborate on strategies to effectively secure, distribute and sustain resources for the approved coordinated entry system design and the housing crises resolution system envisioned in Alameda County’s plan to end homelessness. Includes braiding funding, coordinating requests for proposals, aligning deliverables and performance benchmarks for system components, i.e. outreach, interim housing, rapid rehousing, housing navigation, etc. when possible.

5. **Coordinated Entry System Committee**- Oversee the implementation, operations, compliance and quality improvement of the Coordinated Entry System. Includes developing/revising policies practices and tools; convening stakeholders as a learning community for operating an effective system; establishing subcommittees/work groups focused on a sub-population or system component as needed (examples include Operation Vets Home for vets or Outreach Roundtable for street outreach workers).

Committees with open membership, meaning interested persons can join at any time.

6. **Advocacy/Policy Committee**- develop, comment on and advocate for public policies at state federal and local levels that enhance the initiative’s ability to end homelessness, particularly by adding funding resources to the effort.

7. **Performance Management**— This committee reviews system performance, recommends changes in measures and benchmarks, works on integration of HMIS with other data system,
determines and ensures production of systemwide dashboards. Recommends strategies to improve system performance.

V. Steering Committee

Summary: strategizes on the Leadership Board’s work; conducts board meeting planning, coordinates the work between committees, and arbitrates whether decisions are being made at the appropriate level of the initiative, i.e. those requiring board action versus those delegated to committees.

A. Steering Committee Roles and Responsibilities

1. Plan Leadership Board meeting agenda and oversee content development
2. Monitor and Coordinate the work of Leadership Board Committees
3. When unclear, arbitrate which decisions will be made at the committee level and which at the Leadership Board level.
4. Evaluate new governance structure prior to ratification by the membership.
5. Recruit new members to the Leadership Board, Organizational Health Committee, and HUD Continuum of Care Committee. Maintain Leadership Board Roster; consider applications submitted for positions to the Leadership Board and HUD Continuum of Care Committee from the CoC membership. Ensure the diverse cultures, geographies, and stakeholder areas of expertise are represented on the Leadership Board. Implement attendance and term limit policies for the committees for which they exist.

B. Steering Committee Membership

Steering members will include the Leadership Board Co-chairs, who will also chair the Steering Committee plus a Chair and/or designee from each committee. This may include work group and sub-committee chairs as needed and determined by the Steering Committee.

C. Steering Committee Terms

Terms shall be for one (1) year and there are no term limits.
VI. Organizational Health Committee

**Summary:** This committee is responsible for managing the fiscal and operational health of EveryOne Home the backbone and continuum of care lead organization. EveryOne Home is a project of Tides, which serves as EveryOne Home’s fiscal agent. Per Tides’ requirements, EveryOne Home is required to have an Advisory Board that interfaces with Tides on behalf of the organization. Since January 2009, EveryOne Home’s Executive Committee has served in this role. Effective January 2016, the newly-named Organizational Health Committee will serve in this capacity. This committee has the authority to review and approve the organizational budget and executive director performance review.

**A. Organizational Health Committee Roles and Responsibilities**

1. Oversee the budget staffing and operations of EveryOne Home, the Collective Impact backbone organization and the CoC lead agency.
2. Serve as the advisory board for EveryOne Home as a project of Tides.
3. Manage the health of EveryOne Home the organization.
4. Provide resource development strategies for the organization.
5. Coordinate and support the priority activities of the organization in terms of resources and staffing. Negotiate with the Leadership Board to create a match between priority activities and organizational resources needed to accomplish them.
6. Conduct performance review of the Executive Director.
7. Provide succession planning for the organization.

**B. Organizational Health Committee Membership**

Summary: The committee is small in size (3-5 members); at least 50% of the members would serve on the Leadership Board to encourage cross-representation from this body to the Leadership Board, but all members of this committee do not necessarily need to serve on the Leadership Board. Individuals who bring some experience and interest in organizational management, financial planning, legal, human resources, etc. would be encouraged to participate. At least one of Leadership Board Co-Chairs will serve on the Organizational Health Committee.

**C. Organizational Health Committee Terms**

Members of the committee shall be elected annually by the Leadership Board per the recommendation of the nominating committee. Terms shall be for one (1) year and there are no term limits.
VII. HUD Continuum of Care Committee

**Summary:** This committee functions as the Continuum of Care Board required by the Interim Rule to act on behalf of the membership to ensure the CoC responsibilities are fulfilled. Those include; operating a Continuum of Care, operating and HMIS, Continuum of Care planning, and preparing an application for Continuum of Care funds (Interim Rule §578.7 and §578.9)

**A. HUD Continuum of Care Committee Roles and Responsibilities**

The Governance Charter assigns the following responsibilities to the HUD Continuum of Care Committee:

1. Appoint committees, subcommittees or workgroups pertaining to the responsibilities outlined in the Interim Final Rule.
2. Determines costs of complying with HUD mandates
3. Assume many of responsibilities as outlined in the Interim Final Rule.
4. Develop annual updates to the Governance Charter as needed.
5. Provide guiding principles and strategic direction to the NOFA subcommittee for their use in developing an objective ranking and rating process.
6. Develop recommendations for the Leadership Board to establish/update performance targets; monitor, evaluate, and take action to improve poor performance at both the system and provider levels.
7. Evaluate outcomes of Emergency Solutions Grants (ESG) and CoC projects and report to HUD.
8. Establish and ensure written standards are consistently followed for providing CoC assistance including eligibility for transitional housing and rapid rehousing; the percentage of rent each participant must pay in rapid rehousing; and determining and prioritizing which eligible households will receive permanent supportive housing.
9. In collaboration with EveryOne Home staff, conduct the biennial point-in-time count of homeless persons.
10. Conduct an annual gaps analysis of the homeless needs and services to develop recommendations for the Leadership Board. Establish and affirm priorities for funding projects with CoC funds to be approved by the Leadership Board.
11. Provide information required to complete the Consolidated Plans within the Continuum.
12. Consult with local government ESG recipients on allocation of those funds and on evaluating and reporting performance.
13. Approve methodology for the biennial point in time count.
14. Design, operate and follow a collaborative process for applications to be submitted under the CoC NOFA.
a. Approve the submission of the application.

15. Develop, adopt and oversee an annual work plan for the HUD CoC Committee.

The HUD Continuum of Care Committee will delegate a number of these responsibilities to Committees and Workgroups as specified in Section V.C. below.

The HUD Continuum of Care Committee will seek and utilize input from the CoC membership to:

1. Develop and recommend annual updates to the Governance Charter when needed.
2. Generate ideas and provide strategic input for the implementation of an annual work plan.
3. Conduct an annual gaps analysis.
4. Set priorities for funding projects with Continuum of Care funds.

B. HUD Continuum of Care Committee Membership

The HUD CoC Committee is a sub-committee of the Leadership Board, not a standalone group. This group meets the definition of the board required to be established per the Interim Rule at §578.5(b); and must follow conflict of interest policies outlined in the Interim Rule at §578.95(b). This group could have crossover with the Leadership Board in terms of agencies represented, but may be different levels of organizational staff. It is staffed by EveryOne Home and HMIS staff.

The HUD CoC Committee will have nine (9) members including six (6) appointed/recruited positions and three (3) elected by the CoC membership.

- The Leadership Board will seat the six members who are not elected by the CoC membership. Interested parties will be invited to submit a written statement indicating their interest in being considered for the Committee; this shall be considered by the Nominating Committee first, then approved by the Leadership Board.
- The CoC membership will seat the three remaining positions on the Committee pursuant to the written policy noted in Section III.C above.
- Once the nine-member committee is established it will designate three of its members to serve on the Leadership Board for a term of 1 year.

The 9 seats will represent the following entities:

1. Two representatives from Alameda County Departments
2. Two representatives from Cities
3. Two representatives from homeless assistance providers.
4. Two persons with lived experience.
5. One at-large representative.

C. HUD CoC Committee Terms

Terms shall be for three (3) years. There are no term limits. In order to establish this system in calendar year 2016, one-third of the committee members will serve a twelve-month term (January-December 2016), one-third will serve a twenty-four-month term (January 2016-December 2017), and the remaining third will serve a full three-year term (January 2016-December 2018).

D. Subcommittees to the HUD CoC Committee

Subcommittees and workgroups will be established as needed. Membership and selection process will be determined at the time a workgroup is established. Committee quorums will be established as follows unless otherwise specified in committee’s charter: decisions will be passed by the majority present at a meeting when the membership is open otherwise vote carries at 50% + 1 at meetings with appointed memberships.

1. NOFA Sub-Committee develops and oversees the local rating and ranking process for Continuum of Care funding. Approve projects for submission in response to the CoC Notice of Funding Availability (NOFA). Members cannot be employed by or related to someone who is employed by a non-profit or government department who is a recipient of CoC or Emergency Solutions Grants (ESG) funds. Members are selected through an application process and approved by the HUD CoC Committee.

2. HMIS Oversight Sub-committee oversees the operations of the HMIS, which includes ensuring compliance with federal requirements, planning, provider participation, coordination of data resources, data integration either with outside systems or with participating agencies’ internal data collection systems, updating policies and procedures, recommendations about the software/vendor, supporting and protecting the rights and privacy of service users; review periodic HUD reports; ensure production of HMIS generated dashboards and reports. Membership is open to any stakeholders and includes EveryOne Home staff, HMIS Lead staff jurisdictional and provider agencies who are HMIS users.

VIII. Funders Collaborative Committee

Summary: The Funders Collaborative will implement strategies to effectively secure, distribute and sustain resources for the approved coordinated entry system design and the housing crises resolution system envisioned in Alameda County’s plan to end homelessness. Includes braiding funding,
coordinating requests for proposals, aligning deliverables and performance benchmarks for system components, i.e. outreach, interim housing, rapid rehousing, housing navigation, etc. when possible.

A. Funders Collaborative Committee Roles and Responsibilities

1. Explore ways to braid various funding sources for common activities into coordinated RFPs and contracts
2. Implement joint monitoring protocols where possible
3. Implement joint training and technical assistance for providers
4. Determine funding needs and advocate for expanded local, state and federal resources as needed.

B. Funders Collaborative Committee Membership

Membership shall consist of a representative of each county department that funds homeless services, all ESG entitlement grantees, any other cities that fund homeless services and wish to participate.

C. Funders Collaborative Committee Terms

The committee does not have terms or term limits.

IX. Coordinated Entry System Committee

Summary: This committee will implement and oversee the operations of the Coordinated Entry System. Co-chairs will consist be elected by the Committee

A. Coordinated Entry System Committee Roles and Responsibilities

1. Develop and recommend policies, practices, and tools for the coordinated entry system.
2. Monitor and revise system-wide policies and practices for operating the coordinated entry system to improve operations and support system outcomes.
3. Convene stakeholders as a learning community for operating an effective coordinated entry system.

B. Coordinated Entry System Committee Membership

Membership will include at a minimum, 1-2 current or former users of the CES system, the three county departments funding CES operations (HCSA, HCD, and SSA), city representatives from the
cities in which hubs are located, HMIS and CoC Lead staff, lead agencies for each hub, any county-
wide functions (e.g. call center) that are not otherwise represented, and at least one provider that
refers to, but does not operate within, a hub.

C. Coordinated Entry System Committee Terms

The committee does not have terms or term limits.

D. Subcommittees to the Coordinated Entry System Committee

Sub-committees and workgroups will be established as needed. Membership and selection process will be
determined at the time a workgroup is established. Committee quorums will be established as follows unless
otherwise specified in committee’s charter: decisions will be passed by the majority present at a meeting when
the membership is open otherwise vote carries at 50% + 1 at meetings with appointed memberships. Current
workgroups include Home Stretch and Operation Vets Home where membership is open to any stakeholders.

X. Performance Management Committee

Summary: This committee is open to any interested stakeholders. It reviews system performance on
a quarterly basis, recommends changes in measures and benchmarks, works on integration of HMIS
with other data system, determines and ensures production of systemwide dashboards.
Recommend strategies to improve system performance.

A. Performance Management Committee Roles and Responsibilities

1. Regularly review system performance.
2. Ensure publication of dashboards and other performance reports to keep public informed of
   progress toward the goal of ending homelessness
3. Recommend changes in performance measures and benchmarks.
4. Recommend strategies to improve performance of the system.

B. Performance Management Committee Membership

This committee has an open membership. Interested stakeholders can join at any time. An
invitation to join the committee will be issued a minimum of once per year at the annual meeting.

C. Performance Management Committee Terms

The committee does not have terms or term limits.
XI. Advocacy Committee

Summary: This committee is open to any interested stakeholders. It develops, comments on and advocates for public policies at state federal and local levels that enhance the initiative’s ability to end homelessness, particularly by adding funding resources to the effort.

D. Advocacy Committee Roles and Responsibilities

5. Develop an annual advocacy work plan for the Leadership to adopt, including policy development and public education at the local, state and federal levels.
6. Review requests to EveryOne Home to endorse or oppose policies and legislation. Ensure the endorsement policy is followed with regard to items that can be resolved at the Committee level and those requiring a Leadership Board decision.
7. Craft and implement advocacy campaign strategies including outreach to EveryOne Home Stakeholders

E. Advocacy Committee Membership

This committee has an open membership. Interested stakeholders can join at any time. An invitation to join the committee will be issued a minimum of once per year at the annual meeting.

F. Advocacy Committee Terms

The committee does not have terms or term limits.

XII. Standards for Providing Continuum of Care Assistance

A. General Eligibility for Assistance Policies

This CoC operates using a Housing First approach to delivering services and screening for eligibility. Programs prioritize rapid placement and stabilization in permanent housing. They do not have clinical or income thresholds for entry into their programs.

The CoC has prioritized services for those who are “literally homeless”, living in emergency shelters, on the streets and other places not meant for human habitation. The HUD definition of homelessness is included in Appendix D.
B. Policies for Determining and Prioritizing which Eligible Households Receive Transitional Housing

These policies are still under development

C. Policies for Determining and Prioritizing which Eligible Households Receive Rapid Rehousing Assistance

These eligibility standards were adopted for Rapid Rehousing funded by Emergency Solutions Grant funding. They were adopted in 2013. Additional funding sources have since become available, and policies are being updated to integrate these sources. The ESG policy manual is included as Appendix E.

1. Rapid rehousing provides financial assistance and supportive services to individuals or families that are literally homeless, staying in shelter or transitional housing or on the streets or other places not suitable for human habitation, or exiting institutions and having entered from one of these locations. Eligibility for rapid rehousing includes those fleeing domestic violence who are living in one of the places named above.
2. In keeping with the intentions of the program, rapid rehousing assistance will be used primarily to serve households that are:
   1) Adults or family households able to be rehoused rapidly without anticipation of an ongoing subsidy, with ESG financial assistance anticipated to be of six months or less duration;
   2) Adults or family households able to be rehoused rapidly with an ongoing subsidy from another source anticipated within six months of ESG program participation
   3) Transition-age youth, especially those recently discharged from foster care, who are able to be rehoused rapidly without anticipation of an ongoing subsidy, with ESG assistance of eighteen months or less duration..

D. Policies for Determining Rent Amounts Eligible Households Receiving Rapid Rehousing Assistance Must Pay

These standards for rent amounts were adopted for Rapid Rehousing funded by Emergency Solutions Grant funding. They were adopted in 2013. Additional funding sources have since become available, and policies are being updated to integrate these sources.

1. For rental assistance payments, households with any income are expected to contribute either 50% of their income, or 50% of the rent, whichever is lower. An exception to this rule may be made for persons with disabilities who are anticipated to receive a permanent subsidy within six months of their ESG program enrollment.
2. With supervisor approval, households may be permitted to contribute less toward the rent for a brief period to cover other extraordinary costs. The program may pay the entire rent on behalf of households that have no income.

E. Policies for Determining and Prioritizing which Eligible Households Receive Permanent Supportive Housing

Per the Prioritization Policy adopted by the Leadership Board in January 2015 the following individuals and families are prioritized for all permanent supportive housing, HUD and non-HUD funded. The full policy is attached as Appendix F.

1. The household meets the HUD CoC definition for “chronic homelessness” OR the household met the criteria for this definition prior to entering government-funded transitional housing for homeless persons. And,
2. The household is in at least one of the high service need groups:
   i. Frequent user of other mainstream emergency health and law enforcement, or
   ii. High health risk as verified by clinician or health record, or
   iii. A score of 4 or greater on the TAY Self Assessment Tool, or
   iv. A score of 10 or more on the VISPDAT Assessment Tool.

F. Other Standards for Providing Assistance

1. Families seeking emergency shelter, transitional housing, and permanent housing from the Continuum will not be denied admission to services or required to separate any from other members based on age, sex or gender when entering shelter or housing.
2. All school aged children residing in Continuum programs will be required to register for school within 5 business days during the school year.
3. All individuals, families, and youth exiting from Continuum programs to permanent housing, with or without ongoing services, will be encouraged by the current provider to contact them and/or the regional Rapid Rehousing provider should the household’s housing become at risk in order to avoid future episodes of homelessness.
4. Continuum of providers will screen service users for all mainstream benefits to which they may be entitled and assist them in applying for and securing such benefits, including but not limited to health care, income supports and food assistance.

XIII. Homeless Management Information System (HMIS)

A. Designated HMIS

The Alameda County Continuum of Care will establish and maintain database system that collects and reports on and the universal data elements as required by HUD. The HMIS facilitates effective and
streamlined services to individuals-served as well as creating information that communities can use to determine the use and effectiveness of services.

HMIS is designed and intended to benefit multiple stakeholders, including persons using homeless and/or at-risk of homelessness-targeted services, provider agencies, jurisdictions, other systems of care, funders and the community. Improved knowledge gained from HMIS about various communities with special needs and their service usage aides with providing a more effective and efficient service delivery system. By community partner agreement, the HMIS database operates as a shared system: permission granted by an individual-served allows for all HMIS-entering Covered Homeless Organizations (CHOs) to have viewership of client level data (excluding Case Management tasks).

B. Designated HMIS Lead

The Alameda County Continuum of Care designates the Alameda County Department of Housing and Community Development (HCD) as its HMIS Lead. It administers the HMIS funds provided by Continuum of Care funding as well as the local match.

The Continuum delegates the following responsibilities to the HMIS Lead:

1. Enter into written HMIS Participation Agreements with each Contributing HMIS Organization (CHO) requiring the CHO to comply with federal regulations regarding HMIS and imposing sanctions for failure to comply; and maintain documentation of these agreements.
2. In collaboration with the the HUD COC Committee and the Continuum of Care Lead Agency, EveryOne Home will
   a. Review, revise and approve the policies and plans required by federal regulation;
   b. Create and update the Data Quality Plan;
   c. Coordinate and submit Housing Inventory Chart, and Annual Homeless Assessment Reports; and
   d. Adopt written policies and procedures for the operation of the HMIS that apply to the HMIS Lead, its CHOs, and the Continuum of Care.
3. Oversee the day-to-day operation of HMIS.
4. Provide staffing for HMIS.
5. Provide technical support to participating agencies.
6. Provide training on privacy, and software related issues.
7. Regularly review data quality (monthly) take necessary actions to maintain input of high-quality data from all HMIS-utilizing agencies.
8. In conjunction with EveryOne Home, coordinate and submit the Point in Time Count and CoC funding application.
9. Submit a security plan, an updated data quality plan, and a privacy policy to the Leadership Board for approval within 6 months after the effective date of the HUD final rule establishing the requirements of these plans. The HMIS Lead must review and update the plans and policy at least annually. During this process, the HMIS Lead must seek and incorporate feedback from the Continuum membership and the Leadership Board and applicable entities. The HMIS Lead must implement the plans and policy within 6 months of the date of approval by the Leadership Board.

10. Solicits HMIS User feedback – including operational milestones, system functionality and ease of use, and progress. Feedback will come from the following groups that are open to all CHOs:

The HMIS User Group--will work with the HMIS Lead to:

1. Provide recommendations on use of software and software enhancements.
2. Trouble-shoot frequent data quality errors.
3. Recommend modifications to HMIS staff created reports.
XIV. Process for responding to the Continuum of Care Notice of Funding Availability

A. The Collaborative Applicant

The Continuum of Care designates Alameda County Department of Housing and Community Development (HCD) as the Collaborative Applicant for Continuum of Care funding. The Collaborative Applicant will:

1. Review, verify and submit the Grants Inventory Worksheet.
2. Register the Continuum of Care.
3. Review the budgets and narratives of all Project Applications and facilitate the submission of all Project Applications after they have been rated, ranked and approved by the NOFA Committee.
4. Work with EveryOne Home to complete the Continuum of Care application, formerly known as Exhibit 1.
5. Approve and assist projects with making amendments to their project budgets and other assistance they may need in working with the local HUD field office.
6. Consult the Continuum of Care Lead Agency regarding negotiations with HUD on behalf of projects.

B. The Continuum of Care Lead Agency

EveryOne Home serves as the Continuum of Care Lead Agency and will:

1. Provide staff support to the NOFA Committee and the local rating, ranking and prioritization process for Continuum of Care funds.
2. Facilitate the input of the Continuum membership into establishing priorities and giving feedback on scoring criteria and the application process.
3. In partnership with the Collaborative Applicant complete the Continuum of Care application.
4. Approve all requests for amendments and/or changes to CoC projects that occur outside of the annual renewal process.
5. Staff the HUD Continuum of Care Committee and its sub-committees.

C. The Continuum of Care NOFA Committee

As noted above, the NOFA Committee will oversee the local rating and ranking process and approve the projects applications to be submitted for funding. The Committee will:

1. Develop a local application and scoring criteria in compliance with the requirements of the NOFA.
2. Read and score proposals.
3. Approve the final priority list of projects to be included in the CoC application package.

XV. Conflict of Interest Requirements

All Continuum, Leadership Board, and Committee members will abide by §578.95 (Conflicts of Interest) in the Interim Rule. Members of the Organizational Health Committee, Leadership Board and all Selected membership committees will be required annually to sign the Tides Conflict of Interest form. General Continuum Membership, Leadership Board, and all Committee members (both selected and open membership) will disclose potential conflicts when the topics of funding awards or other financial benefits that could be gained or lost by an organization which they represent as an employee, agent, consultant or board member or their spouse represents are under consideration by the group in which they are participating. If a conflict of interest exists, the member(s) will recuse themselves from the discussion and any related votes that take place.

The Continuum desires that it, and those entities to which it has delegated authority, make informed as well as non-conflicted decisions. The annual gaps analysis, eligibility criteria for who gets served by what resources in the Continuum, prioritization of who gets served, performance targets, etc. are best developed and refined with broad stakeholder input. Funded projects and jurisdictions will not be deemed conflicted in discussions on these topics nor in providing input on local priorities for Continuum of Care Funding and refinements the scoring criteria for projects or the application process. The NOFA Committee will evaluate the merits of the input and will make the final determination on the scoring criteria and application process.

As noted above members of the NOFA Committee cannot be an employee, agent and consultant or board member of or married to someone who is, any non-profit or government department that is a recipient or sub-recipient of Continuum of Care Funding. The same restriction applies to the any involvement the CoC
APPENDIX A – Organizational Chart
APPENDIX B – Interim Rule

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Part II

Department of Housing and Urban Development

24 CFR Part 578
Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program; Interim Final Rule
or annual payments for operating costs, or supportive services under this subtitle.

Recipient means an applicant that signs a grant agreement with HUD.

Safe haven means, for the purpose of defining chronically homeless, supportive housing that meets the following:

(1) Serves hard to reach homeless persons with severe mental illness who came from the streets and have been unwilling or unable to participate in supportive services;

(2) Provides 24-hour residence for eligible persons for an unspecified period;

(3) Has an overnight capacity limited to 25 or fewer persons; and

(4) Provides low-demand services and referrals for the residents.

State means each of the 50 States, the District of Columbia, the Commonwealth of Puerto Rico, American Samoa, Guam, the Commonwealth of the Northern Marianas, and the Virgin Islands.

Subrecipient means a private non-profit organization, State, local government, or instrumentality of State or local government that receives a subgrant from the recipient to carry out a project.

Transitional housing means housing, where all program participants have signed a lease or occupancy agreement, the purpose of which is to facilitate the movement of homeless individuals and families into permanent housing within 24 months or such longer period as HUD determines necessary. The program participant must have a lease or occupancy agreement for a term of at least one month that ends in 24 months and cannot be extended.

Unified Funding Agency (UFA) means an eligible applicant selected by the Continuum of Care to apply for a grant for the entire Continuum, which has the capacity to carry out the duties in §578.11(b), which is approved by HUD and to which HUD awards a grant.

Victim service provider means a private nonprofit organization whose primary mission is to provide services to victims of domestic violence, dating violence, sexual assault, or stalking. This term includes rape crisis centers, battered women’s shelters, domestic vio-

§ 578.5 Establishing the Continuum of Care.

(a) The Continuum of Care. Representatives from relevant organizations within a geographic area shall establish a Continuum of Care for the geographic area to carry out the duties of this part. Relevant organizations include nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans and homeless and formerly homeless individuals.

(b) The board. The Continuum of Care must establish a board to act on behalf of the Continuum using the process established as a requirement by §578.7(a)(3) and must comply with the conflict-of-interest requirements at §578.96(b). The board must:

(1) Be representative of the relevant organizations and of projects serving homeless subpopulations; and

(2) Include at least one homeless or formerly homeless individual.

(c) Transition. Continuums of Care shall have 2 years after August 30, 2012 to comply with the requirements of paragraph (b) of this section.

§ 578.7 Responsibilities of the Continuum of Care.

(a) Operate the Continuum of Care. The Continuum of Care must:

(1) Hold meetings of the full membership, with published agendas, at least semi-annually;

(2) Make an invitation for new members to join publicly available within the geographic at least annually;

(3) Adopt and follow a written process to select a board to act on behalf of the Continuum of Care. The process must be reviewed, updated, and approved by the Continuum at least once every 5 years;
(4) Appoint additional committees, subcommittees, or workgroups;

(5) In consultation with the collaborative applicant and the HMIS Lead, develop, follow, and update annually a governance charter, which will include all procedures and policies needed to comply with subpart B of this part and with HMIS requirements as prescribed by HUD; and a code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board;

(6) Consult with recipients and subrecipients to establish performance targets appropriate for population and program type, monitor recipient and subrecipient performance, evaluate outcomes, and take action against poor performers;

(7) Evaluate outcomes of projects funded under the Emergency Solutions Grants program and the Continuum of Care program, and report to HUD;

(8) In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and operate either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services. The Continuum must develop a specific policy to guide the operation of the centralized or coordinated assessment system on how its system will address the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from nonvictim service providers. This system must comply with any requirements established by HUD by Notice.

(9) In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and consistently follow written standards for providing Continuum of Care assistance. At a minimum, these written standards must include:

(1) Policies and procedures for evaluating individuals’ and families’ eligibility for assistance under this part;

(11) Policies and procedures for determining and prioritizing which eligible individuals and families will receive transitional housing assistance;

(111) Policies and procedures for determining and prioritizing which eligible individuals and families will receive rapid rehousing assistance;

(iv) Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid rehousing assistance;

(v) Policies and procedures for determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance; and

(vi) Where the Continuum is designated a high-performing community, as described in subpart G of this part, policies and procedures set forth in 24 CFR 576.400(e)(3)(v1), (e)(3)(v11), (e)(3)(v111), and (e)(3)(ix).

(b) Designating and operating an HMIS. The Continuum of Care must:

(1) Designate a single Homeless Management Information System (HMIS) for the geographic area;

(2) Designate an eligible applicant to manage the Continuum’s HMIS, which will be known as the HMIS Lead;

(3) Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS.

(4) Ensure consistent participation of recipients and subrecipients in the HMIS; and

(5) Ensure the HMIS is administered in compliance with requirements prescribed by HUD.

(c) Continuum of Care planning. The Continuum must develop a plan that includes:

(1) Coordinating the implementation of a housing and service system within its geographic area that meets the needs of the homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following:

(i) Outreach, engagement, and assessment;

(11) Shelter, housing, and supportive services;

(111) Prevention strategies.

(2) Planning for and conducting, at least biennially, a point-in-time count of homeless persons within the geographic area that meets the following requirements:

(i) Homeless persons who are living in a place not designed or ordinarily
§ 578.9 Preparing an application for funds.

(a) The Continuum must:

(1) Design, operate, and follow a collaborative process for the development of applications and approve the submission of applications in response to a NOFA published by HUD under §578.19 of this subpart;

(2) Establish priorities for funding projects in the geographic area;

(3) Determine if one application for funding will be submitted for all projects within the geographic area or if more than one application will be submitted for the projects within the geographic area;

(4) If more than one application will be submitted, designate an eligible applicant to be the collaborative applicant that will collect and combine the required application information from all applicants and for all projects within the geographic area that the Continuum has selected funding. The collaborative applicant will also apply for Continuum of Care planning activities. If the Continuum is an eligible applicant, it may designate itself;

(5) If only one application will be submitted, that applicant will be the collaborative applicant and will collect and combine the required application information from all projects within the geographic area that the Continuum has selected funding and apply for Continuum of Care planning activities;

(b) The Continuum retains all of its responsibilities, even if it designates one or more eligible applicants other than itself to apply for funds on behalf of the Continuum. This includes approving the Continuum of Care application.

§ 578.11 Unified Funding Agency.

(a) Becoming a Unified Funding Agency. To become designated as the Unified Funding Agency (UFA) for a Continuum, a collaborative applicant must be selected by the Continuum to apply to HUD to be designated as the UFA for the Continuum.

(b) Criteria for designating a UFA. HUD will consider these criteria when deciding whether to designate a collaborative applicant a UFA:

(1) The Continuum of Care it represents meets the requirements in §578.7;

(2) The collaborative applicant has financial management systems that meet the standards set forth in 24 CFR 84.21 (for nonprofit organizations) and 24 CFR 85.20 (for States);

(3) The collaborative applicant demonstrates the ability to monitor subrecipients; and

(4) Such other criteria as HUD may establish by NOFA.

(c) Requirements. HUD-designated UFAs shall:

(1) Apply to HUD for funding for all of the projects within the geographic area and enter into a grant agreement with HUD for the entire geographic area.

(2) Enter into legally binding agreements with subrecipients, and receive and distribute funds to subrecipients for all projects within the geographic area.

(3) Require subrecipients to establish fiscal control and accounting procedures as necessary to assure the proper disbursement of and accounting for federal funds in accordance with the requirements of 24 CFR parts 84 and 85 and corresponding OMB circulars.

(4) Obtain approval of any proposed grant agreement amendments by the
§ 578.13 Remedial action.

(a) If HUD finds that the Continuum of Care for a geographic area does not meet the requirements of the Act or its implementing regulations, or that there is no Continuum for a geographic area, HUD may take remedial action to ensure fair distribution of grant funds within the geographic area. Such measures may include:

(1) Designating a replacement Continuum of Care for the geographic area;
(2) Designating a replacement collaborative applicant for the Continuum’s geographic area; and
(3) Accepting applications from other eligible applicants within the Continuum’s geographic area.

(b) HUD must provide a 30-day prior written notice to the Continuum and its collaborative applicant and give them an opportunity to respond.

Subpart C—Application and Grant Award Process

§ 578.15 Eligible applicants.

(a) Who may apply. Nonprofit organizations, States, local governments, and instrumentalities of State or local governments are eligible to apply for grants.

(b) Designation by the Continuum of Care. Eligible applicant(s) must have been designated by the Continuum of Care to submit an application for grant funds under this part. The designation must state whether the Continuum is designating more than one applicant to apply for funds and, if it is, which applicant is being designated as the collaborative applicant. If the Continuum is designating only one applicant to apply for funds, the Continuum must designate that applicant to be the collaborative applicant.

(c) Exclusion. For-profit entities are not eligible to apply for grants or to be subrecipients of grant funds.

§ 578.17 Overview of application and grant award process.

(a) Formula. (1) After enactment of the annual appropriations act for each fiscal year, and issuance of the NOFA, HUD will publish, on its Web site, the preliminary Pro Rata Need (PPRN) assigned to metropolitan cities, urban counties, and all other counties.

(2) HUD will apply the formula used to determine PPRN established in paragraph (a)(3) of this section, to the amount of funds being made available under the NOFA. That amount is calculated by:

(1) Determining the total amount for the Continuum of Care competition in accordance with section 413 of the Act or as otherwise directed by the annual appropriations act;
(2) Deducting the amount published in the NOFA as being set aside to provide a bonus to geographic areas for activities that have proven to be effective in reducing homelessness generally or for specific subpopulations listed in the NOFA or achieving homeless prevention and independent living goals established in the NOFA and to meet policy priorities set in the NOFA; and
(3) Deducting the amount of funding necessary for Continuum of Care planning activities and UFA costs.

(b) Formula. (2) PPRN is calculated on the amount determined under paragraph (a)(2) of this section by using the following formula:

(1) Two percent will be allocated among the four insular areas (American Samoa, Guam, the Commonwealth of the Northern Mariana, and the Virgin Islands) on the basis of the ratio of the population of each insular area to the population of all insular areas.

(2) Seventy-five percent of the remaining amount will be allocated, using the Community Development Block Grant (CDBG) formula, to metropolitan cities and urban counties that have been funded under either the Emergency Shelter Grants or Emergency Solutions Grants programs in any one year since 2004.

(3) The amount remaining after the allocation under paragraphs (a)(1) and (2) of this section will be allocated, using the CDBG formula, to metropolitan cities and urban counties that have not been funded under the Emergency Solutions Grants program in any year since 2004 and all other counties in the United States and Puerto Rico.
APPENDIX C—Collective Impact Background

Collective Impact
By John Kania & Mark Kramer

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Collective Impact

Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.

The scale and complexity of the U.S. public education system has thwarted attempted reforms for decades. Major funders, such as the Annenberg Foundation, Ford Foundation, and Pew Charitable Trusts have abandoned many of their efforts in frustration after acknowledging their lack of progress. Once the global leader—after World War II the United States had the highest high school graduation rate in the world—the country now ranks 18th among the top 24 industrialized nations, with more than 1 million secondary school students dropping out every year. The heroic efforts of countless teachers, administrators, and nonprofits, together with billions of dollars in charitable contributions, may have led to important improvements in individual schools and classrooms, yet system-wide progress has seemed virtually unobtainable.

Against these daunting odds, a remarkable exception seems to be emerging in Cincinnati. Strive, a nonprofit subsidiary of KnowledgeWorks, has brought together local leaders to tackle the student achievement crisis and improve education throughout greater Cincinnati and northern Kentucky. In the four years since the group was launched, Strive partners have improved student success in dozens of key areas across three large public school districts. Despite the recession and budget cuts, 34 of the 53 success indicators that Strive tracks have shown positive trends, including high school graduation rates, fourth-grade reading and math scores, and the number of preschool children prepared for kindergarten.

Why has Strive made progress when so many other efforts have failed? It is because a core group of community leaders decided to abandon their individual agendas in favor of a collective approach to improving student achievement. More than 300 leaders of local organizations agreed to participate, including the heads of influential private and corporate foundations, city government officials, school district representatives, the presidents of eight universities and community colleges, and the executive directors of hundreds of education-related nonprofit and advocacy groups.

These leaders realized that fixing one point on the educational continuum—such as better after-school programs—wouldn’t make much difference unless all parts of the continuum improved at the same time. No single organization, however innovative or powerful, could accomplish this alone. Instead, their ambitious mission became to coordinate improvements at every stage of a young person’s life, from “cradle to career.”
Strive didn’t try to create a new educational program or attempt to convince donors to spend more money. Instead, through a carefully structured process, Strive focused the entire educational community on a single set of goals, measured in the same way. Participating organizations are grouped into 15 different Student Success Networks (SSNs) by type of activity, such as early childhood education or tutoring. Each SSN has been meeting with coaches and facilitators for two hours every two weeks for the past three years, developing shared performance indicators, discussing their progress, and most important, learning from each other and aligning their efforts to support each other.

Strive, both the organization and the process it helps facilitate, is an example of collective impact, the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Collaboration is nothing new. The social sector is filled with examples of partnerships, networks, and other types of joint efforts. But collective impact initiatives are distinctly different. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.

Although rare, other successful examples of collective impact are addressing social issues that, like education, require many different players to change their behavior in order to solve a complex problem. In 1993, Marjorie Mayfield Jackson helped found the Elizabeth River Project with a mission of cleaning up the Elizabeth River in southeastern Virginia, which for decades had been a dumping ground for industrial waste. They engaged more than 100 stakeholders, including the city governments of Chesapeake, Norfolk, Portsmouth, and Virginia Beach, Va., the Virginia Department of Environmental Quality, the U.S. Environmental Protection Agency (EPA), the U.S. Navy, and dozens of local businesses, schools, community groups, environmental organizations, and universities, in developing an 18-point plan to restore the watershed. Fifteen years later, more than 1,000 acres of watershed land have been conserved or restored, pollution has been reduced by more than 215 million pounds, concentrations of the most severe carcinogen have been cut sixfold, and water quality has significantly improved. Much remains to be done before the river is fully restored, but already 27 species of fish and oysters are thriving in the restored wetlands, and bald eagles have returned to nest on the shores.

Or consider Shape up Somerville, a citywide effort to reduce and prevent childhood obesity in elementary school children in Somerville, Mass. Led by Christina Economos, an associate professor at Tufts University’s Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy, and
funded by the Centers for Disease Control and Prevention, the Robert Wood Johnson Foundation, Blue Cross Blue Shield of Massachusetts, and United Way of Massachusetts Bay and Merrimack Valley, the program engaged government officials, educators, businesses, nonprofits, and citizens in collectively defining wellness and weight gain prevention practices. Schools agreed to offer healthier foods, teach nutrition, and promote physical activity. Local restaurants received a certification if they served low-fat, high nutritional food. The city organized a farmers’ market and provided healthy lifestyle incentives such as reduced-price gym memberships for city employees. Even sidewalks were modified and crosswalks repainted to encourage more children to walk to school. The result was a statistically significant decrease in body mass index among the community’s young children between 2002 and 2005.

Even companies are beginning to explore collective impact to tackle social problems. Mars, a manufacturer of chocolate brands such as M&M’s, Snickers, and Dove, is working with NGOs, local governments, and even direct competitors to improve the lives of more than 500,000 impoverished cocoa farmers in Cote d’Ivoire, where Mars sources a large portion of its cocoa. Research suggests that better farming practices and improved plant stocks could triple the yield per hectare, dramatically increasing farmer incomes and improving the sustainability of Mars’s supply chain. To accomplish this, Mars must enlist the coordinated efforts of multiple organizations: the Cote d’Ivoire government needs to provide more agricultural extension workers, the World Bank needs to finance new roads, and bilateral donors need to support NGOs in improving health care, nutrition, and education in cocoa growing communities. And Mars must find ways to work with its direct competitors on pre-competitive issues to reach farmers outside its supply chain. These varied examples all have a common theme: that large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations. Evidence of the effectiveness of this approach is still limited, but these examples suggest that substantially greater progress could be made in alleviating many of our most serious and complex social problems if nonprofits, governments, businesses, and the public were brought together around a common agenda to create collective impact. It doesn’t happen often, not because it is impossible, but because it is so rarely attempted. Funders and nonprofits alike overlook the potential for collective impact because they are used to focusing on independent action as the primary vehicle for social change.

ISOLATED IMPACT

Most funders, faced with the task of choosing a few grantees from many applicants, try to ascertain which organizations make the greatest contribution toward solving a social problem. Grantees, in
turn, compete to be chosen by emphasizing how their individual activities produce the greatest effect. Each organization is judged on its own potential to achieve impact, independent of the numerous other organizations that may also influence the issue. And when a grantee is asked to evaluate the impact of its work, every attempt is made to isolate that grantee’s individual influence from all other variables.

In short, the nonprofit sector most frequently operates using an approach that we call *isolated impact*. It is an approach oriented toward finding and funding a solution embodied within a single organization, combined with the hope that the most effective organizations will grow or replicate to extend their impact more widely. Funders search for more effective interventions as if there were a cure for failing schools that only needs to be discovered, in the way that medical cures are discovered in laboratories. As a result of this process, nearly 1.4 million nonprofits try to invent independent solutions to major social problems, often working at odds with each other and exponentially increasing the perceived resources required to make meaningful progress. Recent trends have only reinforced this perspective. The growing interest in venture philanthropy and social entrepreneurship, for example, has greatly benefited the social sector by identifying and accelerating the growth of many high-performing nonprofits, yet it has also accentuated an emphasis on scaling up a few select organizations as the key to social progress.

Despite the dominance of this approach, there is scant evidence that isolated initiatives are the best way to solve many social problems in today’s complex and interdependent world. No single organization is responsible for any major social problem, nor can any single organization cure it. In the field of education, even the most highly respected nonprofits—such as the Harlem Children’s Zone, Teach for America, and the Knowledge Is Power Program (KIPP)—have taken decades to reach tens of thousands of children, a remarkable achievement that deserves praise, but one that is three orders of magnitude short of the tens of millions of U.S. children that need help.

The problem with relying on the isolated impact of individual organizations is further compounded by the isolation of the nonprofit sector. Social problems arise from the interplay of governmental and commercial activities, not only from the behavior of social sector organizations. As a result, complex problems can be solved only by cross-sector coalitions that engage those outside the nonprofit sector.

We don’t want to imply that all social problems require collective impact. In fact, some problems are best solved by individual organizations. In “Leading Boldly,” an article we wrote with Ron Heifetz for the winter 2004 issue of the *Stanford Social Innovation Review*, we described the difference
between technical problems and adaptive problems. Some social problems are technical in that the problem is well defined, the answer is known in advance, and one or a few organizations have the ability to implement the solution. Examples include funding college scholarships, building a hospital, or installing inventory controls in a food bank. Adaptive problems, by contrast, are complex, the answer is not known, and even if it were, no single entity has the resources or authority to bring about the necessary change. Reforming public education, restoring wetland environments, and improving community health are all adaptive problems. In these cases, reaching an effective solution requires learning by the stakeholders involved in the problem, who must then change their own behavior in order to create a solution.

Shifting from isolated impact to collective impact is not merely a matter of encouraging more collaboration or public-private partnerships. It requires a systemic approach to social impact that focuses on the relationships between organizations and the progress toward shared objectives. And it requires the creation of a new set of nonprofit management organizations that have the skills and resources to assemble and coordinate the specific elements necessary for collective action to succeed.

THE FIVE CONDITIONS OF COLLECTIVE SUCCESS
Our research shows that successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations.

Common Agenda Collective impact requires all participants to have a shared vision for change, one that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions. Take a close look at any group of funders and nonprofits that believe they are working on the same social issue, and you quickly find that it is often not the same issue at all. Each organization often has a slightly different definition of the problem and the ultimate goal. These differences are easily ignored when organizations work independently on isolated initiatives, yet these differences splinter the efforts and undermine the impact of the field as a whole. Collective impact requires that these differences be discussed and resolved. Every participant need not agree with every other participant on all dimensions of the problem. In fact, disagreements continue to divide participants in all of our examples of collective impact. All participants must agree, however, on the primary goals for the collective impact initiative as a whole. The Elizabeth River Project, for
example, had to find common ground among the different objectives of corporations, governments, community groups, and local citizens in order to establish workable cross-sector initiatives. Funders can play an important role in getting organizations to act in concert. In the case of Strive, rather than fueling hundreds of strategies and nonprofits, many funders have aligned to support Strive’s central goals. The Greater Cincinnati Foundation realigned its education goals to be more compatible with Strive, adopting Strive’s annual report card as the foundation’s own measures for progress in education. Every time an organization applied to Duke Energy for a grant, Duke asked, “Are you part of the [Strive] network?” And when a new funder, the Carol Ann and Ralph V. Haile Jr./U.S. Bank Foundation, expressed interest in education, they were encouraged by virtually every major education leader in Cincinnati to join Strive if they wanted to have an impact in local education.

Shared Measurement Systems Developing a shared measurement system is essential to collective impact. Agreement on a common agenda is illusory without agreement on the ways success will be measured and reported. Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other’s successes and failures.

It may seem impossible to evaluate hundreds of different organizations on the same set of measures. Yet recent advances in Web-based technologies have enabled common systems for reporting performance and measuring outcomes. These systems increase efficiency and reduce cost. They can also improve the quality and credibility of the data collected, increase effectiveness by enabling grantees to learn from each other’s performance, and document the progress of the field as a whole.

All of the preschool programs in Strive, for example, have agreed to measure their results on the same criteria and use only evidence-based decision making. Each type of activity requires a different set of measures, but all organizations engaged in the same type of activity report on the same measures. Looking at results across multiple organizations enables the participants to spot patterns, find solutions, and implement them rapidly. The preschool programs discovered that children regress during the summer break before kindergarten. By launching an innovative “summer bridge” session, a technique more often used in middle school, and implementing it simultaneously in all preschool programs, they increased the average kindergarten readiness scores throughout the region by an average of 10 percent in a single year.

Mutually Reinforcing Activities Collective impact initiatives depend on a diverse group of stakeholders working together, not by requiring that all participants do the same thing, but by encouraging each
participant to undertake the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others.

The power of collective action comes not from the sheer number of participants or the uniformity of their efforts, but from the coordination of their differentiated activities through a mutually reinforcing plan of action. Each stakeholder’s efforts must fit into an overarching plan if their combined efforts are to succeed. The multiple causes of social problems, and the components of their solutions, are interdependent. They cannot be addressed by uncoordinated actions among isolated organizations.

All participants in the Elizabeth River Project, for example, agreed on the 18-point watershed restoration plan, but each is playing a different role based on its particular capabilities. One group of organizations works on creating grassroots support and engagement among citizens, a second provides peer review and recruitment for industrial participants who voluntarily reduce pollution, and a third coordinates and reviews scientific research.

The 15 SSNs in Strive each undertake different types of activities at different stages of the educational continuum. Strive does not prescribe what practices each of the 300 participating organizations should pursue. Each organization and network is free to chart its own course consistent with the common agenda, and informed by the shared measurement of results.

Continuous Communication Developing trust among nonprofits, corporations, and government agencies is a monumental challenge. Participants need several years of regular meetings to build up enough experience with each other to recognize and appreciate the common motivation behind their different efforts. They need time to see that their own interests will be treated fairly, and that decisions will be made on the basis of objective evidence and the best possible solution to the problem, not to favor the priorities of one organization over another.

Even the process of creating a common vocabulary takes time, and it is an essential prerequisite to developing shared measurement systems. All the collective impact initiatives we have studied held monthly or even biweekly in-person meetings among the organizations’ CEO-level leaders. Skipping meetings or sending lower-level delegates was not acceptable. Most of the meetings were supported by external facilitators and followed a structured agenda. The Strive networks, for example, have been meeting regularly for more than three years. Communication happens between meetings too: Strive uses Web-based tools, such as Google
Backbone Support Organizations Creating and managing collective impact requires a separate organization and staff with a very specific set of skills to serve as the backbone for the entire initiative. Coordination takes time, and none of the participating organizations has any to spare. The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails.

The backbone organization requires a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly. Strive has simplified the initial staffing requirements for a backbone organization to three roles: project manager, data manager, and facilitator.

Collective impact also requires a highly structured process that leads to effective decision making. In the case of Strive, staff worked with General Electric (GE) to adapt for the social sector the Six Sigma process that GE uses for its own continuous quality improvement. The Strive Six Sigma process includes training, tools, and resources that each SSN uses to define its common agenda, shared measures, and plan of action, supported by Strive facilitators to guide the process.

In the best of circumstances, these backbone organizations embody the principles of adaptive leadership: the ability to focus people’s attention and create a sense of urgency, the skill to apply pressure to stakeholders without overwhelming them, the competence to frame issues in a way that presents opportunities as well as difficulties, and the strength to mediate conflict among stakeholders.

FUNDING COLLECTIVE IMPACT
Creating a successful collective impact initiative requires a significant financial investment: the time participating organizations must dedicate to the work, the development and monitoring of shared measurement systems, and the staff of the backbone organization needed to lead and support the initiative’s ongoing work.
As successful as Strive has been, it has struggled to raise money, confronting funders’ reluctance to pay for infrastructure and preference for short-term solutions. Collective impact requires instead that funders support a long-term process of social change without identifying any particular solution in advance. They must be willing to let grantees steer the work and have the patience to stay with an initiative for years, recognizing that social change can come from the gradual improvement of an entire system over time, not just from a single breakthrough by an individual organization. This requires a fundamental change in how funders see their role, from funding organizations to leading a long-term process of social change. It is no longer enough to fund an innovative solution created by a single nonprofit or to build that organization’s capacity. Instead, funders must help create and sustain the collective processes, measurement reporting systems, and community leadership that enable cross-sector coalitions to arise and thrive.

This is a shift that we foreshadowed in both “Leading Boldly” and our more recent article, “Catalytic Philanthropy,” in the fall 2009 issue of the Stanford Social Innovation Review. In the former, we suggested that the most powerful role for funders to play in addressing adaptive problems is to focus attention on the issue and help to create a process that mobilizes the organizations involved to find a solution themselves. In “Catalytic Philanthropy,” we wrote: “Mobilizing and coordinating stakeholders is far messier and slower work than funding a compelling grant request from a single organization. Systemic change, however, ultimately depends on a sustained campaign to increase the capacity and coordination of an entire field.” We recommended that funders who want to create large-scale change follow four practices: take responsibility for assembling the elements of a solution; create a movement for change; include solutions from outside the nonprofit sector; and use actionable knowledge to influence behavior and improve performance.

These same four principles are embodied in collective impact initiatives. The organizers of Strive abandoned the conventional approach of funding specific programs at education nonprofits and took responsibility for advancing education reform themselves. They built a movement, engaging hundreds of organizations in a drive toward shared goals. They used tools outside the nonprofit sector, adapting GE’s Six Sigma planning process for the social sector. And through the community report card and the biweekly meetings of the SSNs they created actionable knowledge that motivated the community and improved performance among the participants.

Funding collective impact initiatives costs money, but it can be a highly leveraged investment. A backbone organization with a modest annual budget can support a collective impact initiative of
several hundred organizations, magnifying the impact of millions or even billions of dollars in existing funding. Strive, for example, has a $1.5 million annual budget but is coordinating the efforts and increasing the effectiveness of organizations with combined budgets of $7 billion. The social sector, however, has not yet changed its funding practices to enable the shift to collective impact. Until funders are willing to embrace this new approach and invest sufficient resources in the necessary facilitation, coordination, and measurement that enable organizations to work in concert, the requisite infrastructure will not evolve.

FUTURE SHOCK
What might social change look like if funders, nonprofits, government officials, civic leaders, and business executives embraced collective impact? Recent events at Strive provide an exciting indication of what might be possible.

Strive has begun to codify what it has learned so that other communities can achieve collective impact more rapidly. The organization is working with nine other communities to establish similar cradle to career initiatives. Importantly, although Strive is broadening its impact to a national level, the organization is not scaling up its own operations by opening branches in other cities. Instead, Strive is promulgating a flexible process for change, offering each community a set of tools for collective impact, drawn from Strive’s experience but adaptable to the community’s own needs and resources. As a result, the new communities take true ownership of their own collective impact initiatives, but they don’t need to start the process from scratch. Activities such as developing a collective educational reform mission and vision or creating specific community-level educational indicators are expedited through the use of Strive materials and assistance from Strive staff. Processes that took Strive several years to develop are being adapted and modified by other communities in significantly less time.

These nine communities plus Cincinnati have formed a community of practice in which representatives from each effort connect regularly to share what they are learning. Because of the number and diversity of the communities, Strive and its partners can quickly determine what processes are universal and which require adaptation to a local context. As learning accumulates, Strive staff will incorporate new findings into an Internet-based knowledge portal that will be available to any community wishing to create a collective impact initiative based on Strive’s model. This exciting evolution of the Strive collective impact initiative is far removed from the isolated impact approach that now dominates the social sector and that inhibits any major effort at comprehensive, large-scale change. If successful, it presages the spread of a new approach that will
enable us to solve today’s most serious social problems with the resources we already have at our disposal. It would be a shock to the system. But it’s a form of shock therapy that’s badly needed.

APPENDIX D – HUD Definition of Homeless

- People who are living in a place not meant for human habitation, in emergency shelter, in transitional housing, or are exiting an institution where they temporarily resided if they were in shelter or a place not meant for human habitation before entering the institution. The only significant change from existing practice is that people will be considered homeless if they are exiting an institution where they resided for up to 90 days (it was previously 30 days), and were homeless immediately prior to entering that institution.

- People who are losing their primary nighttime residence, which may include a motel or hotel or a doubled up situation, within 14 days and lack resources or support networks to remain in housing. HUD had previously allowed people who were being displaced within 7 days to be considered homeless. The regulation also describes specific documentation requirements for this category.

- Families with children or unaccompanied youth who are unstably housed and likely to continue in that state. This is a new category of homelessness, and it applies to families with children or unaccompanied youth (up to age 24) who have not had a lease or ownership interest in a housing unit in the last 60 or more days, have had two or more moves in the last 60 days, and who are likely to continue to be unstably housed because of disability or multiple barriers to employment.

- People who are fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening situations related to violence; have no other residence; and lack the resources or support networks to obtain other permanent housing. This category is similar to the current practice regarding people who are fleeing domestic violence.

Alameda County
Priority Home Partnership

Emergency Solutions Grant
Rapid Rehousing and Prevention Assistance
Policies and Procedures Manual

Version 1
February 2013
**Eligibility Determination**

Program operators must determine that potential participants are eligible for assistance, and document this eligibility, including verifying income and housing status. The Program Application and Eligibility Determination Form contains key questions and documentation requirements.

A copy of the [ESG Program Application and Eligibility Determination Form](#) can be found in the Appendix. This document and all supporting documentation should be placed in the Participant’s File.

A cover sheet for participant files with a list of all of the program documents can be found [here](#).

**Ineligible applicants**: If a household is assessed and determined to be ineligible, the program operator must notify the household that they have been determined to be ineligible, provide them with appropriate referrals which should be noted on the application form, and create a client file documenting the assessment process and determination.

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2: Enrollment

Once found eligible, to enroll the head of household must sign the ESG Participation Agreement complete the HMIS ROI and staff must complete an HMIS Standard Intake Form (SIF) for all household members.

A copy of the [ESG Program Participation Agreement](#) can be found in the appendix, immediately following the Application form.

The HMIS Release of Information (ROI), and the Standardized Intake Form (SIF) are developed and updated by the InHOUSE staff at Alameda County Housing and Community Development Department, in accordance with HUD regulations. Housing Agency staff must ensure that the forms in use are the most recent ones. As HUD and local requirements change periodically. If you are unsure that the forms are the most recent, email HMIS@acgov.org.
**Budget and Housing Stability Plan**

The purpose of ESG Prevention and/or Rapid Rehousing assistance is to provide the support necessary to help the household retain or gain housing in the shortest period of time possible. Critical to being able to retain the housing is a budget and a housing plan. The budget is also needed to determine the amount of financial assistance to be provided.

The Housing Stability Plan should be updated as frequently as necessary to reflect changing situations. Once a participant has moved into housing, the housing specialist and participant should prepare a new Housing Stability Plan that emphasizes those steps or actions needed to retain housing.

A [Sample Budgeting Worksheet](#) and a sample [Housing Stability Plan](#) format can be found in the Appendix of Forms. *ESG-funded programs may use another version of these forms if approved by the recipient.* Be sure to make a copy of the Budget and Housing Plan for the participant and insert a signed copy in the participant’s file.

### 3: Financial Assistance for Housing

**Eligible Financial Assistance Expenses**

The ESG program has the ability to provide temporary financial assistance to participants on a short or medium-term basis. This assistance may include:

**Security Deposits:** The housing agency may provide a maximum of two times the monthly rent for a unit as a security deposit to assist a participant to secure housing. At such time as the participant may leave the unit and the landlord return all or part of the deposit to the participant, the participant may retain any balance to use toward a new housing situation.
Utility Deposits: If, in order to begin utility service, the household must provide a deposit to a utility company, the program may assist with this deposit.

Rental Assistance payments: If the participant cannot currently afford to rent a unit in the community but is reasonably anticipated to have sufficient income, either through employment or benefits, within approximately six months the program may provide a rental subsidy for the participant. Such subsidies will be as low as possible:

- If the participant has an income he/she is expected to contribute at least 50% of his/her income toward the rent, unless the participant is expected to receive a permanent housing subsidy within approximately six months, in which case the participant may pay only 30% of their income. Documentation of the expectation of a permanent subsidy should be included in the file.
- If the participant has no income, the program may subsidize the entire rent for the first three months.

Rental assistance may be conditioned on the participant fulfilling his or her agreements as part of the Housing Stability Plan and is never offered for more than three months at a time. To continue rental assistance after three months, the program must recertify the participant. See Section 6: Three Month Reassessment of Eligibility.

Past due rent arrears: If in order for a household to retain their housing they must pay past due rent the program will cover up to three months of rent arrears not to exceed $3,000.

Past due utility arrears: In rare cases, the ESG program will provide funding for past due utilities. The program will only provide such funding for prevention clients if failure to do so will result in the loss of utilities and under the terms of the participants lease this would be grounds for eviction. The program will only provide utility arrears assistance to rapid rehousing clients if utility arrears mean that then household will be unable to establish utility service in their new housing.

In addition, ESG funds may be used to cover the costs of rental applications provided this is a fee that is charge by the owner to all applicants.


Determining the Amount of Financial Assistance

The amount of financial assistance is determined by the amount needed to secure the housing and by the amount of contribution the household is able to make toward the housing costs.

For one-time costs, such as security deposits, and rent and utility arrears, the program will pay the entire amount if the household will have less than 50% of income available after paying rent, the household’s budget does not contain any disposable income, and the household assets are less than $500.00. If the household has assets greater than $500, and/or the household budget indicates income is available to make a portion of the payment, the household should be required to provide a portion of the deposit and/or arrears. The household’s payment may be made through a payment plan with the landlord or utility company if that is possible.

For rental assistance payments, households with any income are expected to contribute either 50% of their income, or 50% of the rent, whichever is lower. An exception to this rule may be made for persons with disabilities who are anticipated to receive a permanent subsidy within six months of their ESG program enrollment.

With supervisor approval, households may be permitted to contribute less toward the rent for a brief period to cover other extraordinary costs. The program may pay the entire rent on behalf of households that have no income.

The ESG Financial Assistance Calculation Form can be found in the appendix. The program should complete the form with the participant and the participant should sign it. This calculation needs to be prepared every three months for households receiving medium-term rental assistance.

4: Supportive Services and Connection to Mainstream Resources

Whether covered by ESG funds or other sources, ESG programs are expected to assist clients with housing stability case management and with housing search and placement services as needed.

Housing stability case management includes:

- conducting the official evaluation of eligibility and need, including verifying and documenting eligibility
- counseling
- developing, securing, and coordinating services and assistance in obtaining Federal, state and local benefits
- monitoring and evaluating participant progress;
- providing information and referral to other providers;
- developing an individualized housing plan to permanent housing stability; and
- conducting reevaluations.
These services *may not exceed* 30 days during the period the program participant is seeking permanent housing, and may be provided for up to a total of 24 months within a 36 month period.

While providing prevention or rapid rehousing financial assistance, the program must ensure that the participant meets with a case manager not less than once per month to assist the participant in ensuring long-term housing stability. Case management should be provided more frequently if needed.

Housing search assistance are those services intended to assist program participants in locating, obtaining, and retaining suitable permanent housing, and are expected to be offered to all participants receiving rapid rehousing assistance or prevention assistance that includes moving to another unit. These include:

- assessment of housing barriers, needs, and preferences;
- development of a plan for locating housing;
- housing search;
- outreach and negotiations with landlords; and
- assistance with submitting rental applications and understanding leases.

9
APPENDIX F-- Prioritization for Permanent Supportive Housing Policies

The Alameda County Continuum of Care Council, in accordance with guidance from the U.S. Housing and Urban Development (HUD) Department Office of Community Planning Notice (CPD) CPD-14-012, maintains the following priority preference groups for access to permanent support housing (PSH) opportunities within Alameda County. All households eligible for a given PSH opportunity can apply for PSH or a waiting list for PSH when applications are being received. All CoC-funded PSH opportunities will maintain marketing and tenant selection policies and procedures that have explicit preferences and prioritization for households that meet the criteria established below. The CoC will work toward establishing and maintaining up-to-date copies of the policies and procedures for access to each CoC-funded PSH opportunity. In addition, the CoC will promote the utilization of this prioritization among non-CoC funded PSH and document the use of this approach among other PSH in the County.

The funding sources and target groups among PSH opportunities within Alameda County vary significantly. The priority group described below must also meet the specific requirements of a given PSH opportunity to be considered. For example, a housing unit set aside for persons with HIV/AIDS could not be offered to someone without verification of their HIV/AIDS status. Preference for this unit would be given to someone with verified HIV/AIDS that also met the priority group criteria below.

If more than one household is being considered for a PSH housing opportunity AND both households meet the CoC priority group standards for Alameda County, THEN the household that first applied for the opportunity will be selected first. In other words, the date of application will be used to differentiate among households that meet the preference criteria. If other preference criteria are also used for a given housing opportunity, e.g., city preference, these preferences may be used prior to using the date of application to determine the household next offered the opportunity. The preferences and details of selection for a given PSH program will be identified in their marketing and tenant selection policies and procedures.

Alameda County PSH shall give preference to households that meet the following general criteria:

1) The household meets the HUD CoC definition for "chronic homelessness" OR the household met the criteria for this definition prior to entering government-funded transitional housing for formerly homeless persons.

   AND

2) The household is in at least one of the high service need groups defined below.
HUD Chronic Homelessness Definition

The definition of “chronically homeless” currently in effect for the CoC Program is that which is defined in the CoC Program interim rule at 24 CFR 578.3, which states that a chronically homeless person is:

(a) An individual who:
   i. Is homeless and lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and
   ii. Has been homeless and living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter continuously for at least one year or on at least four separate occasions in the last 3 years; and
   iii. Can be diagnosed with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability (as defined in section 102 of the Developmental Disabilities Assistance Bill of Rights Act of 2000 (42 U.S.C. 15002)), post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability;

(b) An individual who has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria above before entering that facility; or

(c) A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria above of this definition, including a family whose composition has fluctuated while the head of household has been homeless.
High Service Need Group

To be considered part of the PSH high priority group individuals must be in at least one of the groups below. No extra preferences are given for individuals in more than one group.

#1: In a 12 month period (verified one or more of the following via referrals from designated agencies or administrative data)....

  a) Cherry Hill Detox or Sobering Station admissions (3 or more)
  b) Hospitalization (medical or psychiatric) admissions (3 or more)
  c) Incarcerations (3 or more)
  d) EMS transports (5 or more)
  e) Law enforcement contacts (5 or more)

#2: High Health Risk (one or more of the following verified by a clinician and/or clinical records)

  a) 60 years of age or older AND one or more chronic health conditions (heart disease, emphysema/COPD, diabetes, asthma, cancer, hepatitis C)
  b) Kidney Disease/End Stage Renal Disease or Dialysis
  c) History of Frostbite, Hypothermia, or Immersion Foot
  d) Liver disease, Cirrhosis, or End-Stage Liver Disease
  e) HIV+/AIDS
  f) Arrhythmia
  g) Seizure Disorder
  h) Schizophrenia or Schizoaffective Disorder
  i) Tri-Morbidity
     a) Mental health, learning, developmental, or other cognitive disability AND
     b) Substance use disorder AND
     c) Chronic health condition (heart disease, emphysema/COPD, diabetes, asthma, cancer, hepatitis C)

#3: TAY (18-25 y/o) with 4 out of 6 “yes” to TAY survey tool (self-report)

  a) Have you ever become homeless because you ran away from your family home?
  b) Have you ever become homeless because you ran away from your group home or foster home?
  c) Have you ever become homeless because there was violence at home between family members?
d) Have you ever become homeless because you had differences in religious beliefs with parents/guardians/caregivers?

e) How old were you when you tried marijuana for the first time *(12 or younger is a “Yes” response)*?

f) Before your 18th birthday did you spend any time in jail or detention?

g) Have you ever been pregnant or got someone else pregnant?

#4: VI-SPDAT assessment completed and score =10 or more (self-report)
APPENDIX G—Applications for Membership to Continuum; Leadership Board; HUD CoC Committee

Application for Leadership Board/Selected Membership Committees

Name

Phone 1 ___________________________ Phone 2 ___________________________

Address ________________________________________________________________

Email ________________________________________________________________

Committee(s) you are interested in joining (includes Leadership Board, HUD CoC Committee, Organizational Health Committee, and HUD NOFA Committee) __________________________________

________________________________________________________________________

Relevant Experience and/or Employment (may attach a resume) _________________________

________________________________________________________________________

Why are you interested in EveryOne Home? _________________________________________

________________________________________________________________________

________________________________________________________________________

Area of expertise/contribution you feel you can make? _____________________________

________________________________________________________________________

________________________________________________________________________

Other volunteer commitments ________________________________________________

________________________________________________________________________

Can be completed and returned by email to Elaine de Coligny at info@everyonhome.org or by fax (510) 670-6378.
APPENDIX H—Tides Project Conflict of Interest Policy

Project Conflict of Interest Policy

For Tides Center project directors, project senior staff, and project advisory board members

The 2001 Enron scandal brought about a decline of public trust in accounting and reporting practices. In response, the federal government passed the Sarbanes-Oxley Act to curb corporate abuses; several of the Act’s stipulations also pertain to nonprofits. Following the passage of Sarbanes-Oxley, California enacted the Nonprofit Integrity Act, which, among many requirements, mandates signed conflict of interest statements from key employees and board members. Versions of California’s act are being considered by a majority of states across the country.

In 2005, Tides Center’s auditors’ report to management recommended that each of Tides Center’s project directors, key management staff, and advisory board members fill out and sign conflict of interest forms annually. Tides Center adheres to this policy to continue our history of transparency and compliance with government regulations, and to help ensure the protection of all projects.

Conflicts of interest arise whenever the personal or professional interests of a project director or an advisory board member are potentially at odds with the best interests of a nonprofit. These conflicts are common, for example, when a board member performs paid, professional services for an organization, or proposes that a relative or friend be considered for a staff position. Such situations are generally acceptable if the transactions benefit the organization and if the advisory board approves the decisions in an objective and informed manner. Even if they do not meet these standards, such transactions are usually not illegal. They are, however, vulnerable to legal challenges, and to public misunderstanding. Loss of public confidence and a damaged reputation are the most likely results of a poorly managed conflict of interest. Advisory boards should take steps to avoid even the appearance of impropriety.

More difficult conflicts can arise when an advisory board member sits on the board or works for a competing or similarly-focused organization. The advisory board member’s organization may apply for funding from the same sources as the project. The “duty of loyalty” for board service requires project advisory board members to place loyalty to the project above other conflicting loyalties. If a project advisory board member works for an organization that is a competitor in some way with the project, this member may not use information gained through that project advisory board role to aid his/her employer. Conflict of interest situations can be difficult to manage, so it is recommended that projects keep this in mind when selecting advisory board members.

Potential conflicts can occur when advisory board members have a direct personal financial interest in a business or economic transaction with a project. Examples include situations where advisory board members:

- buy or sell goods and services to or from the project
- lease property and equipment to or from the project
- receive a gift, grant or other financial benefit from the project
- purchase or sell real estate, securities, or other property to or from the project
- borrow money from the project or receive advances of money
- are board members or employees of a competing or affinity organization of the project
- are primary donors or others supporting the project

Conflicts can also occur when the board member has an indirect relationship to an economic or business transaction, as outlined above. The same transactions as are outlined above fall within this policy if the transaction involves the friends, family members or employees of the advisory board member, or if the advisory board member has a material financial interest in an entity which is involved in the transaction.

Tides Center requires each of our project advisory board members and project directors to agree to the following Conflict of Interest Policy:

- Each project director and advisory board member will complete annually a Conflict of Interest Disclosure Statement annually, and provide updated information whenever a conflict arises, and agree to fully disclose potential conflicts to the Advisory Board and to the Tides Project Advisor when they occur so that advisory board members who are voting on an issue are aware that another member's interests may be affected.
- Advisory board members will be required to withdraw—meaning they should not be part of the discussion nor vote—on decisions that present a potential conflict for him or her.
- The advisory board will establish procedures, such as competitive bids, comparability surveys, or similar due diligence to ensure that the project and Tides Center are receiving fair value in a transaction.
- The advisory board in consultation with Tides Governance Advisor and Project Advisor will determine whether a conflict exists and is material, and in the presence of an existing material conflict, determine whether the contemplated transaction may be authorized as just, fair, and reasonable to the project.
- The advisory board will record in their meeting minutes the potential conflict of interest, and will document that in making a decision they have used the procedures and criteria provided in this policy, and they will forward a copy of the minutes to Tides Center.

Project Name: [ ]

Tides Center Project Conflict of Interest Disclosure Statement

Please check one box:

☐ Advisory Board Member
☐ Project Staff

Please check only one box (and please add the Project name):

☐ I have no Conflicts of Interest as defined in the Project Conflict of Interest Policy to report regarding

Project Name
(Check the box, sign and date this statement.)
Alameda Countywide
Homeless Continuum of Care Council
InHOUSE
Policies and Procedures Manual
Alameda Countywide Homeless Continuum of Care Council Policies and Procedures for the InHOUSE System

Table of Contents

Introduction

Governing Principles

1. Signed Agreements
   1.0 InHOUSE Partner MOU
   1.1 Privacy Agreement
   1.2 User Agreement

2. Participating Agency/Jurisdiction
   2.0 Roles and Responsibilities
   2.1 Access to the Internet
   2.2 Privacy Requirements
   2.3 Notification of Privacy Protections
   2.4 Notice to Clients of Participation in InHOUSE
   2.5 Need-based Access
   2.6 Access Privileges to InHOUSE software
   2.7 Breach of Confidentiality and/or Security
   2.8 Revocation or Revision of Access Privileges
   2.9 Participant Data
   2.10 Quarterly Compliance Review

3. Client Rights
   3.0 Decision to Participate
   3.1 Client Revisions to Participation
   3.2 Client Access to Their Personal Information
   3.3 Filing Client Grievances

4. License Administration for InHOUSE
   4.0 Issuing of User Licenses
   4.1 User Licenses
   4.2 Maintenance of User Licenses
5. Maintaining InHOUSE Security
   5.0 Tracking of Unauthorized Access
   5.1 Unauthorized Remote Access
   5.2 Downloading of Data from InHOUSE System
   5.3 Deleting of Data Downloaded from InHOUSE System
   5.4 Printing of Hard Copy Data
   5.5 Disposing of Hard Copy Data
   5.6 Reported Data
   5.7 Reporting Security Violations
   5.8 Virus Protection on User Systems

6. Maintaining Data Integrity
   6.0 Weekly Data Entry
   6.1 Monthly ROI Monitoring
   6.2 Previously Obtained Data without an ROI

7. Training
   7.0 Privacy and Security Certification Training
   7.1 ServicePoint User Training
   7.2 ServicePoint Technical Administrator Training
   7.3 Agency/Jurisdiction-led Privacy and Security Certification Training

8. Reporting
   8.0 Agency/Jurisdiction Reporting Technology Solutions
   8.1 Agency/Jurisdiction APR Reporting
   8.2 Agency/Jurisdiction Custom Reporting
   8.3 Reports for Collaboratives
   8.4 System-wide Reporting

9. InHOUSE System Maintenance/Upgrades
   9.0 Upgrading ServicePoint Software

10. InHOUSE System Governance and CoC Roles and Responsibilities
    10.0 System Governance and Oversight
    10.1 InHOUSE System Grievance and Security Committee
    10.2 Right to Deny Access
    10.3 CoC Roles and Responsibilities

11. Work Flow Procedures
    11.0 Data Element Definitions
11.1 Client Search Prior to Intake
11.2 Entry Procedures
11.3 Update Procedures
11.4 Exit Procedures
11.5 Exit Dates
11.6 Annual Update Procedures
Signed Agreements:

1.0 InHOUSE Partner MOU:

Policy:

Each participating agency/jurisdiction must have a signed Memorandum of Understanding (MOU) with the Alameda Countywide Homeless Continuum of Care Council to use the InHOUSE system and must be compliant with the terms of the MOU to continue use of InHOUSE.

Procedure:
A. Each participating agency/jurisdiction will be given two copies of the InHOUSE Partner MOU by the Council staff for signature.
B. The participating agency/jurisdiction will sign and return both copies of the MOU to the Council.
C. Council Staff will sign the MOU, retain one signed MOU and return the second copy to the agency/jurisdiction.
   See Appendix A.

1.1 Privacy Agreement:

Policy:

A Privacy Agreement must be signed by each agency/jurisdiction staff who will handle client data intended for or generated by the InHOUSE system prior to collecting or handling client data. The Privacy Agreement lists the privacy and confidentiality provisions to abide by.

Procedure:
A. Each participating agency/jurisdiction will provide Council staff with the names of their identified staff requiring certification and Privacy Agreements.
B. Each participating agency/jurisdiction’s staff will be given a Privacy Agreement for signature at the Privacy and Security Certification Training.
   See Appendix B.
1.2 User Agreement:

Policy:

A User Agreement must be signed by each InHOUSE system user prior to a license being issued to that user and the terms of use must be adhered to in order to retain user access and rights.

Procedure:
A. Each participating agency/jurisdiction will provide Council staff with the names of their identified system users requiring licensed access.
B. Each participating agency/jurisdiction will be given a User Agreement for each of its InHOUSE system users by the Council staff for signature.
C. Council Staff will retain the original User Agreements and copies will be provided to the agency/jurisdiction.
D. Licensed access to the InHOUSE system will be granted after receipt of the User Agreement and completion of both Privacy and Security Certification Training and User Training.

See Appendix C.
Participating Agency/Jurisdiction:

2.0 Roles and Responsibilities:

Policy:

Each participating agency/jurisdiction is responsible for developing and maintaining an internal infrastructure to support and monitor their agency and users’ adherence to the Governing Principles and Policies and Procedures of the Countywide InHOUSE system.

Procedure:

A. Each participating agency/jurisdiction will identify an InHOUSE “Manager” who will hold final responsibility for the adherence of his/her agency's/jurisdiction's personnel to the Governing Principles, and Policies and Procedures outlined in this document.

B. Each participating agency/jurisdiction will identify personnel to fulfill the following roles for implementation and maintenance of the InHOUSE system. The roles may be re-assigned to more or fewer than four individuals.

Implementation Team Leader (role de-activated after implementation)

1. Lead agency contact with InHOUSE Implementation Project Manager.

2. Responsible for insuring HMIS is fully implemented in their agency.

3. Insures all tasks for three roles listed below are completed in a timely manner as specified.

4. Must attend all Implementation Team meetings or to debrief and strategize regularly with three team members listed below.

Implementation Specialist (role de-activated after implementation)

1. Data collection needs-related contact person for InHOUSE Countywide Project Manager.

2. Communicate about the services and reporting requirements of agency for incorporation into the InHOUSE system.

3. Make recommendations about data elements and pick lists.

4. Shop ideas and discuss decisions back at the agency and build buy-in for the system and decisions made in InHOUSE Implementation meetings.
Policies and Procedures Administrator
2. Maintain current InHOUSE-related files, including Privacy and User Agreements and InHOUSE Partner MOU.
3. Conduct one-on-one Privacy and Security Certification Training as needed.
4. Maintain compliance with confidentiality policies.
5. Respond to end-user system questions.

Technical Administrator
1. Add users to agency system.
2. Setup/monitor password screensavers.
3. Monitor end user workstation security.
5. Maintain and update firewalls and virus protection on agency computer system/network.
6. Maintain system software updates on end user workstations.
7. Manage digital certificates.
8. Respond to end-user system questions.
9. Work with InHOUSE System Administrator on unresolved software issues.
10. Work with InHOUSE System Administrator when Administrative system changes are requested by Agency.
11. Add/Update Agency & Program I&R.
12. Run Provider Reports.
13. Create Custom Reports.
15. Audit User Reports.

Note: Must be able to perform all client/services/shelter software functions at agency level.
 Participating Agency/Jurisdiction:

2.0 Roles and Responsibilities: (continued)

**InHOUSE Manager** (begins after agency/jurisdiction’s implementation)

1. Lead contact for the InHOUSE System Administrator.
2. Responsible for insuring InHOUSE is properly utilized and in compliance in their agency.
3. Responsible for insuring that his/her agency's/jurisdiction’s personnel adhere to the Governing Principles and Policies and Procedures outlined in this document.
4. Respond to questions from Technical Administrator and Policy and Procedures Administrator.
5. Oversee and monitor the ongoing tasks of the Technical Administrator and Policy and Procedures Administrator.
6. Represent agency/jurisdiction at periodic InHOUSE user meetings.
7. Bring ideas, concerns and issues to periodic InHOUSE user meetings to facilitate enhancements and improvements to the system.
8. Conduct one-on-one Privacy and Security Certification Training as needed.
2.1 Access to Internet:

Policy:

Each participating agency/jurisdiction is responsible for maintaining their agency’s/jurisdiction’s Internet Connection and troubleshooting any problems with the connection.

2.2 Privacy Requirements:

Policy:

Each participating agency/jurisdiction must comply with the HMIS Privacy Standards 4.1 through 5.2.1 described in the HUD Homeless Management Information Systems (HMIS); Data and Technical Standards Final Notice, including all Baseline Requirements and with Additional Privacy Protections specified by the InHOUSE Policies and Procedures manual.

Each participating agency/jurisdiction will document all baseline privacy requirements and all additional privacy protections in its Privacy Notice document.

Procedure:

A. Each participating agency/jurisdiction will document and publish a Privacy Notice describing its policies and practices for the processing of Protected Personal Identifiers (PPI). This notice must include all baseline privacy protections and all additional privacy protections.

B. If the agency/jurisdiction has a website, a copy of the Privacy Notice document will be posted on that website.

C. Agency/jurisdiction must require each member of its staff (including employees, volunteers, affiliates, contractors and associates) to sign (annually or otherwise) a confidentiality agreement that acknowledges receipt of a copy of the privacy notice and that pledges to comply with the privacy notice.
2.2 Privacy Requirements: (continued)

Baseline Requirements:

All baseline privacy requirements described in the HUD Homeless Management Information Systems (HMIS); Data and Technical Standards Final Notice are included in full text and summary in Appendix C and Appendix D of this manual.

Additional Privacy Protections:

Collection Limitation
1. PPI will only be collected with the knowledge or consent of the individual (unless required by law).
2. Written consent will be obtained from the individual for the collections of personal information from the individual or from a third party.

Purpose Specifications and Use Limitation
1. Users and agency/jurisdiction agree to additional restrictions on use or disclosure of an individual’s PPI at the request of the individual if the request is reasonable. The agency/jurisdiction is bound by this agreement except if inconsistent with legal requirements.

Access and Correction
1. Client appeals of a denial of access to or correction(s) of collected data will be accepted. Each participating agency/jurisdiction will adopt its own appeal procedure and describe the procedure in its Privacy Notice.
2. The agency/jurisdiction will provide to any individual appealing an access or correction decision a written explanation of the reason(s) for the denial.

Accountability
1. Each member of agency/jurisdiction staff (including employees, volunteers, affiliates, contractors and associates) of a participating agency/jurisdiction will undergo (annually or otherwise) formal training in privacy requirements.
2. Each participating agency/jurisdiction will establish a method, such as an internal audit, for regularly reviewing compliance with its privacy policy.
3. Each participating agency/jurisdiction will establish an internal appeal process for hearing an appeal of a privacy complaint or an appeal of a denial of access or corrections rights.
2.3 Notification of Privacy Protections:

Policy:

Each participating agency/jurisdiction will document all privacy protections in its Privacy Notice document.

Procedure:

A. Each participating agency/jurisdiction will document and publish a Privacy Notice describing its policies and practices for the processing of Protected Personal Identifiers (PPI). This notice must include all the above listed additional privacy protections in its published Privacy Notice.

B. The Council has a sample privacy notice that describes the data uses and system-wide privacy protections for non-HIPAA covered entities. Agencies/jurisdictions may customize this sample, adding in the agency name and any additional uses or protections specific to the agency/jurisdiction.

C. If the agency/jurisdiction has a website, a copy of the Privacy Notice document must be posted on that website.

D. Agency/jurisdiction must post a sign stating the availability of its privacy notice to any individual who requests a copy. The Council has prepared a sample of this signage.

E. Each participating agency/jurisdiction will establish or modify all necessary internal or external processes required to accommodate all the above listed additional privacy protections.

F. HIPAA-covered entities should review their current Privacy Notice to ensure it accurately discloses the collection and use of data for InHOUSE.

G. Further guidance from CoC will be forthcoming as it becomes available regarding InHOUSE implementation specific to HIPAA-covered entities.
Participating Agency/Jurisdiction:

2.4 Notice to Clients of Participation in InHOUSE:

Policy:

Clients of each agency/jurisdiction participating in the InHOUSE system will be informed by a posted notice of the agency's/jurisdiction's participation.

Procedure:
A. Each participating agency/jurisdiction will post a notice in full view of clients in the offices where intake occurs.
B. The size of the notice must compete favorably with others posters and notices in the intake office.
C. Disclosure of the agency's/jurisdiction’s participation in the Alameda County InHOUSE system may be added to the 4.2.1 Collection Limitation sign template identified in the HUD HMIS Final Standards. The Council has prepared a sample of this signage.
D. When administration of an intake occurs in an off-site location (e.g. the home of a participant), the client must be given a copy of the agency/jurisdiction’s Privacy Notice in addition to the “What is INHOUSE?” form distributed while seeking consent for the Release of Information.

2.5 Need-based Access:

Policy:

Access to the InHOUSE system will be based on need. Need exists only for staff who work directly with (or supervise staff who work directly with) clients or have data entry or data reporting responsibilities. Appropriate license access levels will correspond to staff’s need and use of data.

Procedure:
A. Each participating agency/jurisdiction will identify the specific staff members to obtain licensed access to the InHOUSE system based on this policy and assist the InHOUSE System Administrator in determining appropriate level of access.
2.6 Access Privileges to InHOUSE Software:

Policy:

Each participating agency/jurisdiction staff member must be trained in both privacy and security procedures, and in specific software use to obtain licensed access to the InHOUSE system. Licensed access to the InHOUSE system may never be “shared” with another individual.

Procedure:

A. Each participating agency/jurisdiction will identify the specific staff members to obtain licensed access to the InHOUSE system.

B. Each identified member must successfully complete the following:
   1. InHOUSE Privacy and Security Certification training.
   2. Agree to all provisions of use by reading and signing the InHOUSE Privacy Agreement. (See Appendix B)
   3. Agree to all provisions of use by reading and signing the InHOUSE User Agreement. (See Appendix C)
   4. ServicePoint User Training or InHOUSE agency administrator training.

C. Each user will create and maintain an independent and private password which will not be disclosed to anyone.
Participating Agency/Jurisdiction:

2.7 Breach of Confidentiality and/or Security:

Policy:

A breach of confidentiality and/or security by any agency/jurisdiction participant in the InHOUSE system will result in consequences up to and including termination of user rights and, potentially, termination of employment. An agency/jurisdiction that is found to have consistently and/or flagrantly violated confidentiality and/or security protocols may have their access privileges suspended or revoked.

Procedure:

A. Agency/Jurisdiction will notify InHOUSE System Administrator within three (3) business days of any identified breach of security.

B. InHOUSE System Administrator will review agency/jurisdiction data and discuss the situation with the agency/jurisdiction within three (3) business days. In addition, the InHOUSE System Administrator will inform designated CoC staff about the issue and convey the relative seriousness of the breach.

C. Based on the seriousness of the breach of security and/or confidentiality, CoC staff will recommend an appropriate intervention to the Executive Committee of the Council.

D. The Executive Committee of the Council, or a designated special committee of the Executive Committee, will decide whether a downgrading of system access, loss of user privileges, or other intervention is necessary.

E. Appeals may be made to the Executive Committee of the Council or a designated special committee of the Executive Committee.

F. Agency/jurisdiction is expected to make decisions about disciplinary action, up to and including termination, in accordance with agency/jurisdiction policies and values.

G. The InHOUSE System Administrator will monitor access logs regularly and report suspicious activity to the designated CoC staff person and agency/jurisdiction InHOUSE Manager.
2.8 Revocation or Revision of Access Privileges:

Policy:

Other violations of system use protocols (other than breaches of confidentiality and/or security) may warrant revocation of user privileges, downgrading of access, and/or disciplinary action of specific end users by the agency/jurisdiction.

Procedure:

A. Agencies/jurisdictions should undertake disciplinary action with employees as appropriate and in accordance with agency/jurisdictional policies.

B. Agencies/jurisdictions must notify the InHOUSE System Administrator with information about any violation(s) of the policies and procedures set forth in this document or any signed MOUs and/or signed InHOUSE forms within three (3) business days of the identified incident(s) of misuse or abuse of InHOUSE privileges.

C. The InHOUSE System Administrator will monitor access logs and other system information regularly and report suspicious activity to the designated CoC staff person and agency/jurisdiction InHOUSE Manager.

D. Once notified by agency/jurisdiction of a violation, CoC staff will respond within fifteen (15) working days with appropriate discussions and/or intervention steps. Possible intervention steps, depending on the severity of the violation, include revocation of user privileges or downgrading of access rights.

E. All sanctions are imposed by the agency/jurisdiction and/or the Council’s Executive Committee or a special committee of the Executive Committee (such as the System Grievance and Security Committee, see Section 10.1).

F. All sanctions imposed by the agency/jurisdiction can be appealed to the CoC Executive Committee or a special committee of the Executive Committee (such as the System Grievance and Security Committee, see Section 10.1).

G. All sanctions imposed by the CoC Executive Committee or its designee following the disposition of the appeal are final and binding.
Participating Agency/Jurisdiction:

2.9 Participant Data:

Policy:

HUD prohibits predicking access and utilization of services on consent for entry into the HMIS. However, funders of certain programs may require that data be collected and electronically entered and maintained in order to provide services. CoC acknowledges this conundrum and lays out the following procedures to accommodate this discrepancy in the guidelines for some programs.

Agency/jurisdiction may collect and store Client data in InHOUSE without express written consent providing the following are completed:

- the data is stored within InHOUSE such that it is inaccessible to other agencies,
- appropriate disclosure is included in the agency/jurisdiction’s Privacy Notice, and
- clients receive and initial for receipt of the “What Is InHOUSE?” form.
2.10 Quarterly Compliance Review:

Policy:

Each participating agency/jurisdiction will conduct a quarterly monitoring to review adherence to the Governing Principles and Policies and Procedures of the Countywide InHOUSE system. A plan must be developed to correct any problems that are identified. Council staff or designees will periodically review participating agency/jurisdiction’s quarterly monitoring to ensure system-wide compliance and adherence to Governing Principles and Policies and Procedures of the Countywide InHOUSE system.

Procedure:

A. Agency/jurisdiction’s quarterly monitoring will review privacy/confidentiality, data quality, and security, as follows:

1. Privacy/Confidentiality
   a) The agency/jurisdiction must review dataflow to insure all Privacy and Security requirements are met in obtaining and entering client data.

2. Data Quality
   a) Review system reports on completeness of required data.
   b) Determine that all definitions are being applied uniformly.

3. Security
   a) Review if all workstations are being updated regularly for virus protection.
   b) Review if system firewall is regularly updated
   c) Review handling of hardcopy versions of client data.
   d) Review disposal procedures (hard and soft copy) of client data.
Client Rights:

3.0 Decision to Participate:

Policy:

Clients have the right to specify if their personal information from the Standardized Intake may be shared in the InHOUSE system. Clients can not be refused services if they choose not to share the Intake in InHOUSE.

Procedure:

A. Each participating agency/jurisdiction will post a sign at each intake desk (or comparable location) that explains generally the reasons for collecting this information. The language of the sign should read:

We collect personal information directly from you for reasons that are discussed in our privacy statement. We may be required to collect some personal information by law or by organizations that give us money to operate this program. Other personal information that we collect is important to run our programs, to improve services for homeless persons, and to better understand the needs of homeless persons. We only collect information that we consider to be appropriate.

B. Each participating agency/jurisdiction will provide a copy of its Privacy Notice document to any individual upon request.

C. Clients will be informed both verbally and in writing about what information is being collected and how the information will be used.

D. Clients will be informed both verbally and in writing about their options for participation in InHOUSE.

E. Clients will initial on the “Client Release of Information Authorization” to acknowledge receipt of the “What is InHOUSE?” form following the verbal explanation. The “What is InHOUSE?” form will be given to the client.

F. If a client chooses to share Intake data, the client will sign the “Client Release of Information Authorization” form. This form must be “witnessed” in writing by an agency/jurisdiction representative.

G. If a Client chooses to not share Intake data, the “Consent” section of the “Client Release of Information Authorization” form is not signed. All collected data may be entered into InHOUSE, but must be secured appropriately to forbid any sharing. Client may not be denied services based on that choice.

H. Client information may only be searched for or entered in the InHOUSE system AFTER the client has been informed of data collection and use, the option for data sharing, and presented the “What is InHOUSE?” form.
I. Reasonable accommodations will be made with regards to the Privacy Notice, release of information forms and posted signs for persons with disabilities and non-English speaking clients as required by law.

3.1 Client Revisions to Participation:

Policy:

Clients have the right to specify when and how their personal information in the InHOUSE system may be changed. Clients may revoke, revise, and/or amend their levels of data sharing at any time during the course of service use. Clients may not be refused services if they choose to modify their participation in InHOUSE.

Procedure:

A. Each participating agency/jurisdiction will complete a new Release of Information authorization form each time a Client asks to share his/her data in InHOUSE.

B. Each participating agency/jurisdiction will complete a Revocation of Consent form each time a Client requests to no longer share data in InHOUSE.

C. Agency/jurisdiction will modify Client ROI in InHOUSE within one (1) business day in accordance with Client’s revised authorization.
Client Rights:

3.2 Client Access to Personal Information:

Policy:

Clients have the right to inspect and to have a copy of their personal information which is stored in the InHOUSE system. Clients also have the right to request that information be corrected and/or updated.

Procedure:

A. Each participating agency/jurisdiction will, within five (5) workings days of request, allow the client to review their InHOUSE record.

B. At the reasonable written request of a client, each participating agency/jurisdiction will, within 5 working days, provide a printed “hard” copy of the client’s InHOUSE record.

C. The agency/jurisdiction must offer to explain any information that the client does not understand.

D. Each participating agency/jurisdiction must consider any request by a client for correction of inaccurate or incomplete personal information pertaining to that client.

E. An agency/jurisdiction is not required to remove any information but may mark information as client-identified as inaccurate or incomplete and may supplement data fields with additional information and/or explanations.

F. Each participating agency/jurisdiction must have in its Privacy Notice the specific conditions under which it may deny the inspection of or copying of a client’s record (upon that client’s request) in InHOUSE.
3.3 Filing Client Grievances:

Policy:

Clients have the right to file a grievance for denial of access to or correction of data in the InHOUSE system, or if they believe their specific written release of information consent for the InHOUSE system has been violated.

Procedure:

A. Client files a grievance as specified in the agency/jurisdiction Privacy Notice.

B. Agency/jurisdiction must review all grievances at all levels identified in the Privacy Notice.

C. If client is unsatisfied with the resolution at the agency level, the client may request mediation at the system level. Within five (5) working days, a copy of the grievance is sent to the CoC staff member of the InHOUSE Grievance and Security Committee, who notifies and convenes the committee to review the grievance.

D. The InHOUSE Grievance and Security Committee as identified in Section 10.1 meets within ten (10) working days and sends written decision to the agency/jurisdiction and the client.
**InHOUSE License Administration:**

**4.0 Issuing of User Licenses:**

**Policy:**

The InHOUSE System Administrator will issue all initial agency/jurisdiction user licenses for system users. The agency/jurisdiction Technical Administrator will administer user IDs and passwords for the eligible user at agency/jurisdiction site(s).

**Procedure:**

A. Upon completion of a signed User Agreement and Privacy and Security Certification, a system user will be eligible to be issued a license.

B. The InHOUSE System Administrator will allocate a user access license and privileges to the user prior to InHOUSE hands-on system training.

**Passwords:**

1) First-time, temporary passwords are automatically generated by the InHOUSE system when a user is created. This temporary password must be changed the first time the user logs onto the system.

2) InHOUSE User IDs and first-time, temporary passwords will be transmitted in two separate emails to the user.

3) NO SUBSEQUENT ELECTRONIC TRANSMISSION OF AUTHENTICATORS (PASSWORDS OR USER NAMES) MAY TAKE PLACE.

4) Passwords selected by users to replace the first-time, temporary password must be at least eight characters long and meet reasonable industry standard requirements. These requirements include, but are not limited to:
   (a) Using at least one number and one letter;
   (b) Not using, or including, the username, the HMIS name, or the HMIS vendor's name; and/or
   (c) Not consisting entirely of any word found in the common dictionary or any of the above spelled backwards.

**Additional Licenses:**

1) If a participating agency/jurisdiction purchases additional user licenses to the InHOUSE system, the above outlined Procedures will be followed.

C. The agency/jurisdiction Technical Administrator will administer any changes in issued licenses and user IDs and passwords for eligible users at their site.
4.1 User Licenses:

Policy:

A User issued licensed access to the InHOUSE system may not share that access with any other person at any time. Sharing access is considered a breach of security and confidentiality and will result in consequences up to and including termination of user rights and potentially termination of employment as detailed in this manual.

4.2 Maintenance of User Licenses:

Policy:

Agency/jurisdictions’ InHOUSE Manager or Technical Administrator must notify the InHOUSE System Administrator upon termination or extended leave of absence of any licensed InHOUSE system user. User access will terminate at the end of business on their last day of employment or sooner if requested by the agency/jurisdiction InHOUSE Manager. If a licensed user is to go on leave for a period of longer than 45 days, their access will be inactivated within 5 business days of the start of their leave.

Procedure:

A. The agency/jurisdiction InHOUSE Manager or Technical Administrator will notify the InHOUSE System Administrator by both email and phone of any user termination or extended leave from employment in sufficient time to comply with the above stated policy.

B. Failure to make such notifications in the time required will be considered a breach of confidentiality and will be grounds for suspending and/or revoking access of the agency/jurisdiction to the InHOUSE system.

C. Such sanctions will be imposed by agency/jurisdiction and the Council’s Executive Committee.
## Maintaining InHOUSE Security:

### 5.0 Tracking of Unauthorized Access:

**Policy:**

The agency/jurisdiction Technical Administrator will track system access logs and audit reports weekly. The Technical Administrator will immediately notify the agency/jurisdiction InHOUSE Manager and CoC staff of suspicious or inappropriate access.

**Procedure:**

A. Upon notification from the agency/jurisdiction Technical Administrator of suspicious or inappropriate access, the agency/jurisdiction InHOUSE Manager will investigate the specific situation and report back to the CoC staff in writing.

B. If an infraction of security did occur, the agency/jurisdiction InHOUSE Manager will provide CoC staff with a written plan for rectifying the infraction and monitoring against further such infractions.

C. Failure to respond to such CoC notification will result in downgrading of license access.

D. CoC staff will prepare a sample corrective plan showing a plan to rectify infractions and monitor against further infractions.
5.1 Unauthorized Remote Access:

**Policy:**

Access to the InHOUSE system is allowed only from authorized agency locations. Remote access (from an unauthorized agency location) to the InHOUSE system is not permitted under any circumstances. Such access is considered a breach of security and confidentiality and will result in consequences up to and including termination of user rights and potentially termination of employment as detailed in this manual. The InHOUSE System Administrator will monitor access of the InHOUSE system to ensure compliance with the access policy. Agencies/jurisdictions must monitor all staff to ensure such compliance.

**Procedure:**

A. In addition to the InHOUSE Privacy and Security Certification Training, the agency/jurisdiction shall make this policy and its consequences known to all licensed users.

B. If a breach of security occurs, the agency/jurisdiction InHOUSE Manager will provide CoC staff with a written notice and plan for rectifying the infraction and monitoring against further such infractions.

C. Agencies wishing to authorize remote workstations as a secure and compliant authorized agency location must submit a written request to the agency Technical Administrator who will physically inspect the remote workstation for security compliance as detailed in the HUD Homeless Management Information Systems (HMIS); Data and Technical Standards Final Notice. If remote workstations comply with the security standards, the Technical Administrator will complete the Authorized Remote Access Form and submit it to the InHOUSE System Administrator.

D. An authorized remote site must be inspected by the Technical Administrator once a quarter to insure the firewall is functioning properly and the virus software is up to date. Each visit will be documented on an Authorized Remote Access Form and submitted to the InHOUSE System Administrator.

E. Council staff or its designee may monitor the remote access inspection records from the agency/jurisdiction or InHOUSE System Administrator.
Maintaining InHOUSE Security:

5.2 Downloading of Data from InHOUSE System:

Policy:

InHOUSE aggregate data for an agency or system-wide must not contain any PPI and therefore does not require the highest levels of protection reserved for PPI. However, this aggregate data should be limited to authorized use and disclosure.

Data containing PPI (non-aggregated data) must always be stored in binary, not text, format. Agency/Jurisdiction may download data. However, to comply with the binary format, if an agency/jurisdiction chooses to download its data, it must download to common database applications that use a binary format which include Microsoft Access, Microsoft SQL Server, Oracle, or other appropriate databases. No data containing PPI may be downloaded to any unauthorized remote access site at any time for any reason.

Agency/Jurisdiction must never download data for clients not in its programs.

Downloaded data that includes PPI may not be stored on any network drive accessible to anyone not trained through the InHOUSE Privacy and Security Training. If the data is stored on a portable medium (e.g. disks, CDs, tape), that medium must be securely stored when not in use and never left unattended in a public area. Such storage mediums may not be taken off site at any time for any reason.

Access to the downloaded data is restricted to persons successfully completing Privacy and Security Certification Training to maintain security standards.

Failure to follow this policy will be considered a breach of security and confidentiality and will result in consequences up to and including termination of user rights and potentially termination of employment as detailed in this manual. Agency/Jurisdiction is responsible for ensuring its data users’ compliance with this policy.

Procedure:

A. A participating agency/jurisdiction shall establish printed procedures for implementing and complying with this policy, and train and monitor all users.
5.3 Deleting of Data Downloaded from InHOUSE System:

Policy:

In order to delete downloaded HMIS data containing PPI from a data storage medium, the agency/jurisdiction must reformat the storage medium a minimum of two (2) times before reusing or disposing of the medium. This is true for hard drives, floppy disks, zip drives/disks, tape backups, etc. To dispose of data stored on CDs, the CD must be physically destroyed.

If an agency/jurisdiction is not prepared to reformat a hard drive as specified to delete downloaded HMIS data containing PPI, the data should not be downloaded to that medium.

Procedure:
A. A participating agency/jurisdiction shall establish printed procedures for implementing and complying with this policy, and train and monitor all agency/jurisdiction users.

5.4 Printing of Hard Copy Data:

Policy:

Hard copy data containing PPI may only be printed from the InHOUSE system at the physical agency/jurisdiction location(s) and only on printers secured from public access.
Maintaining InHOUSE Security:

5.5 Disposing of Hard Copy Data:

Policy:

An agency/jurisdiction is responsible for disposing of documents that contain PPI by shredding paper records.

Procedure:

A. A participating agency/jurisdiction shall establish printed procedures for implementing and complying with this policy.
B. CoC staff and/or CoC/InHOUSE consultants will periodically review agency/jurisdiction compliance with this policy in the course of monitoring agency/jurisdiction compliance with privacy and security standards.

5.6 Reported Data:

Policy:

Only aggregated data not containing any PPI will be released or reported outside of the agency/jurisdiction that collected or has access to such information.

Procedure:

A. A participating agency/jurisdiction shall only release or report de-identified aggregate data that does not contain PPI.
B. Failure to comply with this policy will result in the downgrading or suspension of license access to the InHOUSE system.

5.7 Reporting Security Violations:

Policy:

If a security violation should occur, the agency/jurisdiction must notify the InHOUSE System Administrator and CoC staff of the violation within 24 hours by email and phone.

Procedure:

A. A participating agency/jurisdiction shall establish printed procedures for implementing and complying with this policy.
B. Failure to comply with this policy will result in the downgrading or suspension of license access to the InHOUSE system.
5.8 Virus Protection on User Systems:

Policy:

Each agency/jurisdiction will take all necessary precautions to prevent any destructive or malicious program (virus) from being introduced into their system that is used to access the InHOUSE system. If a virus is introduced into the agency/jurisdiction system, the agency/jurisdiction must act rapidly to resolve the issue, including completing agency-/jurisdiction-wide security checks as appropriate.

Procedure:

A. A participating agency/jurisdiction shall adopt, if it has not previously, the following standards:
   1) Industry-recognized Anti-Virus software will be installed and maintained in all user workstations.
   2) No un-scanned media will be introduced to the system.
   3) No downloading of internet programs/files will be permitted, except for necessary software or operating system updates issues by the manufacturer.
   4) Individual workstation virus definitions will be updated weekly or more often when required.
   5) Virus protection on all servers will be updated regularly.
   6) System server(s) will be scanned daily.
   7) Spyware that is included with Anti-Virus or firewall software should be loaded for added protection.

B. If infection does occur, NO ACCESS TO THE InHOUSE SYSTEM WILL BE ALLOWED BY ANY USER UNTIL THE ENTIRE SYSTEM IS CLEANED AND DECLARED SECURE BY THE SYSTEM ADMINISTRATOR.
Maintaining Data Integrity:

6.0 Weekly Data Entry:

Policy:

Data entry by an agency/jurisdiction must take place, at minimum, on a weekly basis. Participating agencies/jurisdictions are responsible for assuring that the reportable HUD data is as complete and accurate as possible.

Procedure:
A. The Technical Administrator will run weekly custom reports to identify missing data elements required for HUD reporting.
B. The agency/jurisdiction will have established a procedure to address report results and enter missing data.

6.1 Monthly ROI Monitoring:

Policy:

A participating agency/jurisdiction will run a monthly report to identify upcoming ROI expiration dates for active client records in the InHOUSE system. Staff will make all reasonable efforts to obtain a new ROI and enter in the InHOUSE system prior to the expiration of the existing ROI.

Procedure:
A. The Technical Administrator will run a monthly report to identify active clients with an ROI expiring in the next month for all programs that operate at least three times per week except Shelter Plus Care.
B. The Technical Administrator for Shelter Plus Care and all programs operating less frequently than three times per week will run a monthly report to identify active clients with an ROI expiring in the next two months to allow ample time to secure renewal of ROI.
C. The agency/jurisdiction will have established a procedure to obtain new ROIs from these active clients and enter the new ROI information into the InHOUSE system prior to the expiration of the existing ROI.
6.2 Previously Obtained Data without an ROI:

Policy:

If an agency/jurisdiction possesses a current ROI on an active client, historical data may be entered for the program year.

If no current ROI is possessed, agency/jurisdiction may enter client data and close it to others in limited circumstances with the set-up and permission from the System Administrator. Entry of such data needs to be completed correctly to minimize risk to the InHOUSE and secure other system data for HUD-mandated homeless counts.

Agency/jurisdiction is responsible for the costs of manual or electronic entry of historical data.

Procedure:

A. The System Administrator must approve all agency/jurisdictions seeking to enter historical data.

B. All staff designated to manually input or oversee input of historical data must successfully complete Additional User Training to learn proper techniques to accurately enter such data. Availability of the Additional User Training is subject to the System Administrator’s availability.

C. All agency/jurisdictions seeking to electronically transfer and upload historical data must partner with the System Administrator for guidance in mapping all data fields and other tasks required by the System Administrator to ensure an efficacious upload of data.
Training:

7.0 Privacy and Security Certification Training:

Policy:

Any agency/jurisdiction staff or designees conducting any intake, data entry, or other data processing functions must complete Privacy and Security Certification Training and become certified. Upon initial implementation of an agency/jurisdiction, Privacy and Security Certification Training will be provided by CoC staff. All subsequent Privacy and Security Certification Training of new agency/jurisdiction staff for the InHOUSE system will be completed by either attending a Council-sponsored Certification Training or by one-on-one training sessions conducted by the agency/jurisdiction's InHOUSE manager or Policy and Procedure Administrator using Alameda Countywide Homeless Continuum of Care Council-provided Training and Certification materials. The Council-sponsored Privacy and Security Certification Trainings, conducted by CoC staff, will occur regularly, and will be open to all new agency/jurisdiction staff.

Procedure:

A. Upon initial implementation, agency/jurisdiction will identify all relevant staff, volunteers, interns, and contractors who must complete Privacy and Security Certification training and submit the list of names to the System Administrator upon request.

B. CoC staff will schedule and provide Privacy and Security Certification training to all initial InHOUSE users and intake staff.

C. Upon completion of the Privacy and Security Certification Training, the Council will notify the Implementation Team Lead and agency executive director/jurisdictional lead staff of the certification status of its staff. Certification will be mailed for staff successfully completing the Privacy and Security Certification.

D. Staff who do not successfully complete the Certification (by failing to pass the Certification test) will be rescheduled into a future Privacy and Security Certification Training.

E. Upon completion of initial implementation, CoC staff will provide the agency/jurisdiction Policies and Procedures Administrator with a master set of training materials to be used (copied) for subsequent Privacy and Security Certification Training of new agency/jurisdiction staff.

D. CoC updates made to Privacy and Security Certification Training materials will be sent to the agency/jurisdiction Policies and Procedures Administrator.
E. The agency/jurisdiction Policies and Procedures Administrator must sign-off on the successful completion of Privacy and Security Certification Training for each new user trained by the agency/jurisdiction. The Policies and Procedures Administrator will provide verification to the InHOUSE System Administrator, including the names and contact information of all individuals who completed the Privacy and Security Certification Training, a completed Certification test, and a signed Privacy Agreement. Council staff will correct the test and complete the Certification before a user access license to the InHOUSE system will be issued.

F. The agency/jurisdiction Policies and Procedures Administrator must sign-off on the successful completion of any supplemental Privacy and Security Training conducted by the agency/jurisdiction for users and provide such verification to the InHOUSE System Administrator, including the names and contact information of all individuals who completed supplemental Privacy and Security Training.
7.1 ServicePoint User Training:

Policy:

Upon initial implementation of an agency/jurisdiction, CoC staff will provide ServicePoint User Training. All subsequent ServicePoint User Training of new agency/jurisdiction staff for the InHOUSE system will be completed by either attending a Council-sponsored ServicePoint User Training or by one-on-one training sessions conducted by the agency/jurisdiction's InHOUSE manager or Technical Administrator using Alameda Countywide Homeless Continuum of Care Council-provided User Training materials. The Council-sponsored ServicePoint User Trainings, conducted by CoC staff, will occur regularly, and will be open to all new agency/jurisdiction staff. In addition, the Council will convene future user trainings to address large system-wide topics, such as new ServicePoint modules or major software upgrades.

Procedure:

A. Upon initial implementation, agency/jurisdiction will identify relevant staff, volunteers, interns, and contractors who must complete ServicePoint User Training and submit the list of names to the System Administrator upon request.

B. CoC staff will schedule and provide ServicePoint User Training to all initial InHOUSE users.

C. Upon completion of initial implementation, CoC staff will provide the agency/jurisdiction Technical Administrator with a master set of training materials to be used (copied) for subsequent ServicePoint User Training of new agency/jurisdiction staff.

D. CoC updates made to ServicePoint User Training materials will be sent to the agency/jurisdiction Technical Administrator.

E. The agency/jurisdiction Technical Administrator must sign-off on the successful completion of ServicePoint User Training for each new user and provide such verification to the InHOUSE System Administrator before a user access license to the “live” InHOUSE system will be issued.
Training:

7.2 ServicePoint Technical Administrator Training:

Policy:

Upon initial implementation of an agency/jurisdiction, ServicePoint Technical Administrator training will be provided by CoC staff.

Should a change occur in the staffing of the Technical Administrator role at an agency/jurisdiction, the agency/jurisdiction InHOUSE Manager will confer with the InHOUSE System Administrator as to the plan for training the new Technical Administrator.

Procedure:

A. Upon determination of a change of Technical Administrator at an agency/jurisdiction, the agency/jurisdiction InHOUSE Manager will notify the InHOUSE System Administrator of the upcoming change. Together, they will determine the plan for training the new Technical Administrator.
Reporting:

8.0 Agency/Jurisdiction Reporting Technology Solutions:

Policy:

CoC staff and consultants will continue to secure appropriate reporting technology, software and training for InHOUSE partner agencies such that agency/jurisdiction can internally generate agency-specific and some system-wide reports.

8.1 Agency/Jurisdiction APR Reporting:

Policy:

An agency/jurisdiction can generate its own program’s APR reporting using the InHOUSE ServicePoint software.

8.2 Agency/Jurisdiction Custom Reporting:

Policy:

Agencies/jurisdictions are responsible for their own custom reporting of agency/program data. It is the goal of the CoC to provide additional custom reporting options to agencies and jurisdictions. CoC is currently awaiting the release of a new reporting solution by Bowman Internet System targeted for January 2005. Following the release of that product, CoC will evaluate its utility to agency/jurisdiction’s needs and either purchase that product or secure other software as a reporting solution. When the final reporting solution is identified, the InHOUSE System Administrator will provide the relevant information and training.
Reporting:

8.3 Reports for Collaboratives:

Policy:

A reporting solution for collaborative grants currently resides with the InHOUSE System Administrator who can prepare collaborative reports at the agency/jurisdiction’s request. Specific software solutions that will allow collaborative partners to generate reports themselves are in process, but are not available at this time.

8.4 System-wide Reporting:

Policy:

Until specific software solutions are available to enable participating agency/jurisdictions to generate aggregate system-wide reports, the Council will generate annual and periodic data for public use.
InHOUSE System Maintenance/Upgrades:

9.0 Upgrading ServicePoint Software:

Policy:

Periodically it will be necessary to upgrade ServicePoint software. This upgrade will be done by Bowman Internet Systems, the software vendor. The InHOUSE System Administrator will coordinate system upgrades with Bowman Systems and make the necessary notifications to all participating users.

Procedure:

A. System software upgrades will be scheduled in advance and notification will be made to all participating users via the ServicePoint System News and notification to agency/jurisdiction Technical Administrators. Every effort will be made to minimize system downtime.
InHOUSE System Governance and CoC Roles and Responsibilities:

10.0 System Governance and Oversight:

Policy:

The Executive Committee of the Alameda Countywide Homeless Continuum of Care Council will provide system governance and oversight of policies, procedures, and significant concerns about the InHOUSE system. Issues affecting the entire user system or large population segments will be vetted in appropriate community-wide forums which may include Council meetings, focus groups, or public comments periods.

Procedure:

A. CoC Council staff and consultants will identify the most appropriate forum from which to solicit comment and input about policy decisions and implementation documents.

B. Staff will publicize and invite relevant parties and specify the scope of conversation/comments and the length of the comment period.

C. Revisions of this Policy and Procedures document may be necessary from time to time. Supplemental and/or replacement pages may be distributed. A full community-wide review and revision will occur in July 2006 and periodically thereafter.

D. The Executive Committee of the Council will approve revisions to the Policies and Procedures contained in this document, this document as amended, and any other documents that establish policy.

E. Appeals to published policies and procedures after the comment period may be made by any party to the Executive Committee of the Council. Appeals must be in writing and will then be scheduled for review by the Executive Committee or a special committee of the Executive Committee.
10.1 InHOUSE System Grievance and Security Committee:

Policy:

An InHOUSE System Grievance and Security Committee will be created and meet as needed to address reported agency/jurisdiction client grievances and reported/suspected system security violations. Client grievances that will be considered by this committee are limited to denial of access to or correction of data in the InHOUSE system, or violations of their specific written release of information consent for the InHOUSE system. The committee will consist of CoC Staff, and uninvolved non-conflicted Jurisdiction Staff, and uninvolved non-conflicted Agency staff that are members of or appointed to the CoC Executive Committee. A Consumer will also participate when available.

Procedure:

A. In the case of reported/suspected security violations, a formal letter will be sent to the license holder (with copies to the agency/jurisdiction InHOUSE Manager, Policies and Procedures Administrator and Technical Administrator) detailing the reported violation and requesting corrective action.

B. Written notification of corrective action, detailing the plan for rectifying the security violation, must be sent from the agency/jurisdiction InHOUSE Manager or Policies and Procedures Administrator to designated CoC Staff or InHOUSE System Administrator.

C. The plan must include monitoring as part of the corrective action.

D. Failure to comply with the plan will result in downgrading of license access, and possible suspension or revocation of licenses.

E. Failure to respond to a notification by the InHOUSE System Grievance and Security Committee within 10 working days will result in downgrading of license access, suspension or revocation of licenses.

F. Eligible client grievances will only be considered following completion of the entire agency/jurisdiction grievance process.
**InHOUSE System Governance and CoC Roles and Responsibilities:**

**10.2 Right to Deny Access:**

**Policy:**

The access of a participating agency/jurisdiction and/or user(s) may be suspended for suspected violation of security protocols. The access of a participating agency/jurisdiction and/or user(s) may be suspended or revoked for actual violation of security protocols.

**10.3 CoC Roles and Responsibilities:**

**Executive Committee**

The Executive Committee will provide oversight and governance, including financial oversight, and ensure that InHOUSE (including Phase 1 and Phase 2) is implemented in a manner consistent with the vision established in the HMIS Planning Committee.

1. Approve annual budget for InHOUSE, including staffing.
2. Approve the annual InHOUSE workplan, including scheduling for implementation.
3. Approve contracts and principal documents.
4. Receive and review monthly written financial reports.
5. Receive and review monthly written reports on progress and issues.

**Stakeholder Community**

The Stakeholder Community will provide input to community-wide or population-specific policy level decisions affecting the full implementation.

1. Receive regular e-mail updates on InHOUSE developments, major issues, implementation schedule and progress.
2. Provide input through email/mail reviews of InHOUSE documents and implementation process.
3. Participate in forums as requested.
CoC Staff

The CoC staff and/or project-based consultants will manage and oversee the entire InHOUSE implementation and on-going operations.

1. Prepare annual InHOUSE budget for Executive Committee approval.
2. Prepare the annual InHOUSE work plan.
3. Prepare contracts and documents.
4. Prepare monthly written financial reports.
5. Prepare monthly written reports on progress and issues and annual reports including budget, project status, and work plan.
6. Distribute InHOUSE documents and implementation processes for review.
7. Arrange and staff regular HMIS forums.
8. Develop InHOUSE configuration, implement and operate the InHOUSE system on a day-to-day basis, including providing training and technical assistance.
9. Maintain relationship with the software vendor, negotiate any contractual changes and provide significant input on proposed software solutions.
10. Work with participating agencies.
11. Work with the federal Department of Housing and Urban Development (HUD) to ensure InHOUSE meets all relevant federal mandates and is in accordance with HUD HMIS priorities.
12. Work with and coordinate with Bay Area Counties and other HMIS interested groups.
InHOUSE System Governance and CoC Roles and Responsibilities:

10.3 CoC Roles and Responsibilities: (continued)

**InHOUSE System Administrator**

The InHOUSE System Administrator will manage the day-to-day software application, oversee the agency-specific implementation and compliance, and liaison between the agency/jurisdiction and the software vendor.

1. Perform initial agency setup and configuration within the system.
2. Administer and manage user accounts, logins and passwords for local agency administrators.
3. Update training modules (including training materials) for agency administrators.
4. Provide technical assistance within the continuum and facilitate trouble-shooting and problem resolution.
5. Perform data quality review on an ongoing basis.
6. Review and monitor across user agencies to ensure security, confidentiality and quality of the information within the system and adherence to standard policy and procedures.
7. Coordinate and manage all system upgrades with the software vendor and users.
8. Create and run all required custom and collaborative reports.
9. Liaison with system software vendor to resolve technical issues.
Work Flow Procedures:

11.0 Data Element Definitions:

A few key data elements are defined because no definition exists from HUD and the element is critical within the system of care locally.

Definitions:

A. The following is the proposed definition for “earned Income” within the InHOUSE HMIS system. When more rigid standards apply for a specific funding stream, particularly for employment programs, the more rigid standard shall supercede this definition and apply for that program or programs.

**Earned Income**

Earned income is verifiable financial compensation that is received in exchange for someone’s time and labor, regardless of duration, permanency, or subsidized or transitional nature of the relationship. This includes:

- Full Time Employment – A job in which an employee works thirty-five (35) or more (usually 40) hours during a typical workweek.
- Part Time Employment – A job in which an employee works between 1 to 34 hours during a typical workweek.
- Temporary Employment – A job that lasts for a limited time whereby an employee generally works less than a year on one assignment, regardless of the number of hours worked per week.
- Day Labor – A job in which an employee is hired and paid one day at a time, with no promise that more work will be available in the future.

Verifiable: Able to be confidently validated through means such as copy of a check stub, a payment voucher, letter of hire, or conversation with an employer. While not all programs require the verification of earned income, in order to be counted as earned income, the source must be able to be verified.

Financial: cash or other legal tender such as checks. This does NOT include barter-like arrangements where cash or other legal tender is not exchanged. For example, an arrangement where a client works in exchange for room, utilities, and/or meals can not be counted as a financial compensation since no cash exchange is made between the two parties.

Regardless of duration, permanency, or subsidized or transitional nature: Determining earned income is not dependant on whether the individual has worked a specified number of days; whether the employment is seasonal, temporary, or permanent; or whether the job is a supported employment opportunity or subsidized in any way. This is the biggest variant from other “employment” or “earned income” definitions in other programs.
B. **Other Income**

Other income not meeting the above definition can be reported as income in the “other” category with the specific source and amount identified on the Intake and in InHOUSE. This may include panhandling, recycling, live-in barter or “work for rent” arrangements, and other informal activities.

**11.1 Client Search Prior to Intake:**

**Policy:**

Prior to conducting an Intake for a new program entry, staff of each participating agency/jurisdiction will obtain and print the most current Basic Intake or Basic Eligibility information (if available) for each client. Agency/jurisdiction staff will verify the information and then conduct the remaining Intake questions with the client.

**Procedure:**

A. Staff of each participating agency/jurisdiction will, prior to conducting an intake, log into InHOUSE and search for the client.
B. Upon locating the specific client, the agency/jurisdiction will print the Basic Intake or Basic Eligibility for the client.
C. The agency/jurisdiction staff will then review the printed details with the client to insure accuracy and complete any unanswered questions.
D. The agency/jurisdiction staff will then complete the remaining Intake sections or forms for each new Intake.
E. Should the client not be found to exist within InHOUSE, the agency/jurisdiction staff would conduct a complete Intake set.

**11.2 Entry Procedures:**

**Policy:**

Every household member receiving any type of service (*e.g.*, a meal, a bed, any type of counseling, medical services, housing, or any other service) must have a completed intake and be entered into the InHOUSE system.

**Procedure:**

First ask the question as printed on the Intake form. If the client is unsure of what is being asked, restate the question, as needed, to insure understanding.
11.3 Update Procedures:

Housing Assessment Policy:

Every housing change for a household must be recorded and entered into InHOUSE.

Procedure:

A. A Housing Assessment form will be completed by agency/jurisdictions staff each time a household moves in or out of permanent housing.
B. Data from the form will be entered into InHOUSE.
C. Data entry will follow the InHOUSE Policy and Procedure expectation of once per week.

Annual Update Policy:

Every client that is in a program one year or longer must have his/her record annually updated with information prescribed by HUD and this community, which minimally includes income, non-cash benefits, and disabilities. A Housing Assessment update will also be completed on the Head of Household’s record (if applicable).

Procedure:

A. Each agency/jurisdiction will run the Annual Update Report (ART) to generate a list of clients in need of an Annual Update. Clients will appear on the ART report if they have not had a new program entry or update (by any other agency) within the last twelve months.
B. Each agency/jurisdiction will complete a new Release of Information (v. 5.1) and Annual Update for each client who appears on the Annual Update Report. The Annual Update will be completed annually for each client.
D. The agency/jurisdiction will enter an Annual Update service, in InHOUSE, on the Head of Household’s record. When entering the service, also select any other family members that received the service at the same time as the Head of Household.
E. The Annual Update service will be entered for the program that performed the Annual Update and/or collected the data.

Approved: Performance Management Committee, March 2012
11.4 Exit Procedures:

**Policy:**

Persons will be exited from Outreach and Drop In Center programs when:

- the person moves to any location where the program will not continue working with the individual, such as a residential treatment program, jail, permanent housing, or some shelter situations where the program does not continue working with the individual, OR
- the person has had no contact within the prior six months.

Approved: Performance Management Committee, Oct. 2010

**Procedure:**

A. Identify the last date of contact with a client. Reports in InHOUSE HMIS can help identify the date of last contact if services are being entered.

B.Administratively complete the exit form utilizing the most recent data in the case file, client records, or from client interview.

C. Date the the exit back to the date of last contact and complete the correct data entry procedures for exiting a client from a program.

D. For the best data quality, at every contact, attempt to update someone’s housing situation and income in the case notes so that at exit to the last date of contact, the case notes will reflect the person’s housing and income situations at the time. This will most accurately reflect the person’s situation and will also mitigate numerous “unknown” and “refused” responses at exit.

11.5 Exit Dates:

**Policy:**

The exit must be dated back to the date of last contact for every client exit.
Appendices:

Appendix A - Agency/Jurisdiction Participant Agreement (MOU)
Appendix B - Privacy Agreement
Appendix C - User Agreement
Appendix D - HUD Final Data Standards
Appendix E - HUD HMIS Privacy and Security Standards - Summary
Appendix F - Sample Privacy Notice
Appendix G - Client Release of Information Authorization
Appendix H - HUD HMIS Required Data Elements List
Appendix I - Glossary
Overview and Purpose

The Alameda Countywide Homeless Management Information System (HMIS) known as InHOUSE is a data collection application that maintains information regarding the characteristics and service needs of individuals. InHOUSE, implemented in June 2005 is an acronym for Information about Homelessness, Outcomes, and Service Engagement. The InHOUSE database system facilitates effective and streamlined services to individuals-served as well as creating information that communities can use to determine the use and effectiveness of services.

The InHOUSE system is designed to benefit multiple stakeholders, including persons using homeless and/or at-risk of homelessness-targeted services, provider agencies, jurisdictions, other systems of care, funders and the community. Improved knowledge gained from InHOUSE about various communities with special needs and their service usage aides with providing a more effective and efficient service delivery system. By community partner agreement, the InHOUSE database operates as a shared system: permission granted by an individual-served allows for all HMIS-entering Covered Homeless Organizations (CHOs) to have viewership of client level data (excluding Case Management tasks).

Geographic Area

The InHOUSE data system serves all 14 cities within Alameda County, including unincorporated jurisdictions.

Alameda County Continuum of Care (CoC) Responsibilities

The Alameda County CoC is responsible for:
- Designating a single information system as the official HMIS software for the geographic area.
- Designating an HMIS Lead to operate the HMIS.
- Providing for governance of the HMIS Lead, including:
  - The requirement that the HMIS Lead enter into written HMIS Participation Agreements with each Contributing HMIS Organization (CHO) requiring the CHO to comply with federal regulations regarding HMIS and imposing sanctions for failure to comply; and
  - The participation fee, if any, charged by the HMIS;
- Maintaining documentation evidencing compliance with this part and with the governance charter; and
- Reviewing, revising and approving the policies and plans required by federal regulation.
- Monitors milestones and makes high level decisions on HMIS
- Creates and updates the Data Quality Plan

Organizational Relationships

Performance Management Committee Responsibilities:

- Membership comprised of:
  - CoC representatives
  - EveryOne Home
  - HMIS Lead Staff
  - Health and Human Services staff
  - Participating Agency staff
  - Jurisdictional Staff

- Conducts regular monthly meetings
- Makes all final decisions on
  - Planning
  - Participation
Alameda Countywide HMIS
InHOUSE: Information about Homelessness, Outcomes, and Service Engagement

- Coordination of HMIS/ data resources
  - Coordination of Data Integration- either with outside industries’ data storage systems or with participating agencies’ internal data collection systems
  - Determination of long term policies and procedures
  - Makes recommendation on software application/ vendor as needed
  - Supports and protects the rights and privacy of clients
  - Reviews quarterly Outcomes Reports
  - Develops Communitywide Outcomes Measures and Goals
  - A list of the current members of the Performance Management Committee is available from the EveryOne Home Executive Director or the Alameda County Housing & Community Development Department

HMIS Lead Agency Duties and Responsibilities

- Responds to Performance Management Committee directives
- Oversees the day-to-day operation of HMIS
- Provides staffing for HMIS
- Provides technical support to participating agencies
- Provides training on privacy, and software related issues
- Regularly reviews data quality (monthly)
- Coordinates and submits Housing Inventory Chart, and Annual Homeless Assessment Reports
- In conjunction with EveryOne Home, coordinates and submits Point in Time Count and Notice of Funding Availability Application
- Supports HMIS by providing ongoing funding
- Monitoring data quality and taking necessary actions to maintain input of high-quality data from all HMIS-utilizing agencies
- The HMIS Lead must submit a security plan, an updated data quality plan, and a privacy policy to the CoC for approval within 6 months after the effective date of the HUD final rule establishing the requirements of these plans. The HMIS Lead
must review and update the plans and policy at least annually. During this process, the HMIS Lead must seek and incorporate feedback from the CoC and applicable entities. The HMIS Lead must implement the plans and policy within 6 months of the date of approval by the Alameda County CoC.

- Adopt written policies and procedures for the operation of the HMIS that apply to the HMIS Lead, its CHOs, and the Continuum of Care.
- Policies and procedures must comply with all applicable Federal law and regulations, and applicable state or local governmental requirements.
- Solicits HMIS User feedback – including operational milestones, system functionality and ease of use, and progress.

**HMIS Policy Group Responsibilities**

The HMIS Policy Group Committee will work with the HMIS Lead to:

- Coordinate and prepare written HMIS policies and procedures in accordance with § 580.31 for all CHO/agencies, for review, update and adoption by the Performance Management Committee.
- Develop, annually review, and, as necessary, revise for Performance Management Committee approval a privacy plan, security plan, and data quality plan for the HMIS, as well as any other HMIS policies and procedures required by HUD.

**HMIS User Group Responsibilities**

The HMIS Policy Group Committee will work with the HMIS Lead to:

- Provides recommendations on use of software and software enhancements.
- Trouble-shoot frequent data quality errors.
- Recommends modifications to HMIS staff created reports.

**HMIS End-User Responsibilities**
Alameda Countywide HMIS
InHOUSE: Information about Homelessness, Outcomes, and Service Engagement

- Comply with federal regulations regarding HMIS
- Provides data entry in manner that meets standards established in Data Quality Plan
- Attends trainings, as needed
- Comply with Federal, state, and local laws that require additional privacy or confidentiality protections
- Takes all necessary measures to ensure security and confidentiality of client information
- Reports security incidents in compliance with Security Plan
The Alameda Countywide Homeless Management Information System (HMIS) known as InHOUSE is an information system that maintains information regarding the characteristics and service needs of Clients. InHOUSE will facilitate more effective and streamlined services to Clients and create information that communities can use to determine the use and effectiveness of services.

The InHOUSE system is designed to benefit multiple stakeholders, including persons using homeless-targeted services, provider agencies, jurisdictions, other systems of care, funders and the community. Improved knowledge gained from InHOUSE about various communities with special needs and their service usage will lead to a more effective and efficient service delivery system.

EveryOne Home (EveryOne Home) has been designated through a broad community planning process to oversee the planning, funding, implementation and on-going operation of the InHOUSE system. 

__________________________________________ ("Agency" or “Jurisdiction”) has elected to participate in the InHOUSE system.

Agency/Jurisdiction and EveryOne Home agree as follows:

1. General Understandings:

   a. In this Agreement, the following terms will have the following meanings:

      (i) "Client" refers to a consumer of services.

      (ii) "Agency" or “Agency/Jurisdiction” refers generally to any Agency or Jurisdiction participating in the InHOUSE system in accordance with a current InHOUSE Partner Memorandum Of Understanding.

      (iii) “Agency staff” refers to paid employees, volunteers, affiliates, contractors, and associates of Agencies and Jurisdictions using InHOUSE.

      (iv) “EveryOne Home staff” refers to the EveryOne Home Director, other EveryOne Home employees, volunteers, affiliates, contractors, and associates performing tasks pertaining to InHOUSE on behalf of the EveryOne Home.

      (v) “InHOUSE” refers to Information about Homelessness, OUtcomes and Service Engagement, the Alameda Countywide HMIS system.

      (vi) “Enter(ing)” or “entry” refers to the input of any Client information into InHOUSE.

      (vii) “Shar(e)(ing),” or “Information Shar(e)(ing)” refers to the sharing of basic Intake information which has been entered in InHOUSE with another Partner Agency/Jurisdiction.

      (viii) “HUD Compliance Committee” refers to the EveryOne Home’s governing body responsible for advising about and overseeing the implementation and operation of the InHOUSE HMIS. The HUD Compliance Committee is composed of representatives from EveryOne Home, other stakeholders, and subject-specific members. A list of the current members of the HUD Compliance Committee is available from the EveryOne Home Director.
(ix) “Identified or Confidential Data” refers to Client data containing Protected Personal Identifiers that can be used to identify a specific Client.

(x) “Deidentified Data” refers to data that has Client-specific information removed, allowing use of the data without identifying a specific Client. Also referred to as “non-identifying” or “aggregate” information.

b. Agency/Jurisdiction understands that when it enters information into InHOUSE, such information will be available to the EveryOne Home staff or contractors who may review the data to administer InHOUSE; to conduct analysis; and to prepare reports which may be submitted to others in de-identified aggregate form without individual identifying Client information.

c. Agency/Jurisdiction understands that Client will have the ability to indicate whether basic Intake information Agency/Jurisdiction entered into InHOUSE may be shared with and accessible to Partner Agencies/Jurisdictions in the InHOUSE system. Agency/Jurisdiction is responsible for designating within InHOUSE, according to Client’s desire, whether Intake information may or may not be shared.

d. Correspondence with other communities about the InHOUSE system or the Countywide HMIS will be directed to and originate from the EveryOne Home Director.

2. **Supplemental Documents:**

Three additional documents further lay out expectations and agreements among the parties using the InHOUSE system. These include the InHOUSE Policies and Procedures Manual, the InHOUSE User Agreement, and the Privacy Agreement. These documents are distinct yet supplemental to this agreement to allow updating of said documents from time to time according to the system governance guidelines in the Policies and Procedure Manual.

   a. **InHOUSE Policies and Procedures Manual** details the policy and implementation steps for roles and responsibilities, privacy requirements, notification of privacy protections, access privileges, breach of confidentiality and/or security, client rights, maintenance of system security and data integrity, training requirements, reporting of data, and system governance.

   b. **InHOUSE User Agreement** specifically details the obligations and responsibilities of each User of the InHOUSE system. Each InHOUSE User must agree to abide by and sign the User Agreement.

   c. **Privacy Agreement** details the obligations and responsibilities of each person who collects data for and/or utilizes sensitive data generated from InHOUSE. Anyone who collects data for or works with data generated by the InHOUSE system that contains Protected Personal Identifiers must agree to abide by and sign the Privacy Agreement.

Agency/Jurisdiction and EveryOne Home staff will abide by the InHOUSE Policies and Procedure Manual, the InHOUSE User Agreement, and the Privacy Agreement at all times. Agency/Jurisdiction will monitor its staff in such a way as to reasonably insure compliance with the Policies and Procedure Manual, the User Agreement, and the Privacy Agreement by its entire staff.
4. **Additional Confidentiality Protections:**
   a. The Agency/Jurisdiction will uphold applicable federal and state confidentiality regulations and laws that protect Client records.
   
   b. The Agency/Jurisdiction shall only release client records with signed consent by the client or in accordance with applicable law.
   
   c. Parties to this Agreement will not share medical, HIV/AIDS, mental health, substance use, details about a disability, or any violence-related information without a separate written consent by the client for the release of such information.
   
   d. The Agency/Jurisdiction shall verbally explain to a Client about the InHOUSE database and the terms of consent and shall arrange for a qualified interpreter or translator in the event that Client is not literate in English or has difficulty understanding the consent form.

5. **Storage of Data:**
The Agency/Jurisdiction understands the file server, which will contain all Client information, including encrypted identifying Client information, will be located at Bowman Internet System, Inc. offices at 400 Travis Street, Suite 1900, Shreveport, LA 71101.

6. **Readiness for Implementation and Use of InHOUSE:**
Agency/Jurisdiction must complete specific tasks listed below for implementation of InHOUSE. The primary readiness tasks are noted below. EveryOne Home staff must verify completion of all Readiness tasks. Failure to complete all readiness tasks at Agency/Jurisdiction may result in delay of the implementation.

   a. **Technological Readiness Assessment:** Agency/jurisdiction will correct all mandatory findings identified in their Technological Readiness Assessment.

   b. **Privacy Notice:** Agency/Jurisdiction must create or adapt an existing privacy notice detailing the Use and Disclosure of Client data within InHOUSE.

   c. **Workflow Document:** Agency/Jurisdiction must produce a Workflow Document as detailed by EveryOne Home Staff.

   d. **Privacy and Security Certification Training:** All Agency/Jurisdiction staff that conduct Intake functions or handle data containing Protected Personal Identifiers must successfully complete the InHOUSE Privacy and Security Certification Training before conducting Intakes (including paper-based forms) for InHOUSE or handling such data.

   e. **ServicePoint User Training:** All users of the InHOUSE system must complete an InHOUSE ServicePoint User Training (after completing the Privacy and Security Certification Training) before being given access to a User license.

   f. **Agency/Jurisdiction-specific Set-up Information:** Agency/Jurisdiction will complete all programmatic diagramming, selection of picklists, identification of custom data fields, and other items as requested by the System Administrator in order to be set up in the software.
7. **No Conditioning of Services:**
Agency/Jurisdiction will not make sharing of Client Intake information in InHOUSE a condition for receiving any services.

8. **Restrictions on Release of Information from InHOUSE:**
Agency/Jurisdiction agrees not to release any Client identifying information received from InHOUSE to any other person or organization without written informed Client consent, or as required by law.

9. **Availability and Assistance:**
   a. All requests for troubleshooting or other assistance regarding the software or system utilization shall be directed to the EveryOne Home’s InHOUSE System Administrator.
   
   b. InHOUSE staff will be reasonably available during the EveryOne Home’s weekday business hours for technical assistance (i.e. troubleshooting and report generation).
   
   c. Requests for assistance will be addressed within two working days from receipt of the request. Concerns, complaints, or other communication about the competency and/or responsiveness of InHOUSE staff shall be directed to the EveryOne Home Director.
   
   d. Partner Agency/Jurisdiction shall not direct any inquiries directly to the software vendor.

10. **Records:**
Agency/Jurisdiction and the EveryOne Home will maintain records of any disclosures of Client identifying information for a period of three years after such disclosure. Upon written request of a Client, Agency/Jurisdiction and EveryOne Home staff will provide an accounting of all such disclosures within the prior three-year period. The EveryOne Home will have access to an audit trail from InHOUSE to produce an accounting of disclosures made from one Agency/Jurisdiction to another.

11. **Use of InHOUSE:**
   a. Agency/Jurisdiction and EveryOne Home Staff will use InHOUSE for its legitimate business purposes only.
   
   b. The Agency/Jurisdiction shall use Client information in the InHOUSE system, as provided to the Agency/Jurisdiction, to assist the Agency/Jurisdiction in providing adequate and appropriate services to the Client.
   
   c. Agency/Jurisdiction and its staff will not access identifying information for any individual for whom services are neither sought nor provided by the Agency/Jurisdiction. Agency/Jurisdiction may access identifying information for its Clients and may request access to statistical, non-identifying information on both its Clients and Clients served by other InHOUSE participating agencies.
   
   d. The transmission of material in violation of any federal or state regulations is prohibited. This includes, but is not limited to, copyright material, material legally judged to be threatening or obscene, and material considered protected by trade secret.
12. Fee:
   a. The EveryOne Home will cover the majority of Agency/Jurisdiction-specific costs (e.g. licenses) and system administration costs (e.g. InHOUSE staff) beginning July 1, 2005.
   b. Agency/Jurisdiction is responsible for costs associated with connectivity to the internet, hardware that is compliant with software, privacy and security requirements, staff time for InHOUSE training activities, and staff data entry time.
   c. While the EveryOne Home has every intention of maintaining this funding arrangement, the EveryOne Home reserves the right to charge the Agency/Jurisdiction fees to cover funding shortfalls and/or agency/jurisdiction-specific costs in excess of planned allocations.
   d. Any fees not specific to an Agency/Jurisdiction requiring support in excess of planned allocations will be proposed by the HUD Compliance Committee of EveryOne Home, presented to the InHOUSE partners for comments, and adopted by the HUD Compliance Committee following review of partner feedback and InHOUSE financials. Agency/Jurisdiction will have sufficient time to identify appropriate resources.

13. Damage to InHOUSE:
Agency/Jurisdiction shall take due diligence not to cause in any manner, or way, corruption of InHOUSE, and Agency/Jurisdiction agrees to be responsible for any damage it may cause.

14. Community Stakeholders:
EveryOne Home Staff will consult with the EveryOne Home, Partner Agencies/Jurisdictions, and other stakeholders from time to time regarding community-wide issues such as revision to policy, procedures, and forms.

15. Grievance:
Written Agency/Jurisdiction complaints that are not resolved within the Agency/Jurisdiction may be forwarded to the InHOUSE Grievance and Security Committee of the HUD Compliance Committee, which will try to reach a voluntary resolution of the complaint.

16. Limitation of Liability and Indemnification:
   a. No party to this Agreement shall assume any additional liability of any kind due to its execution of this Agreement. The parties intend that each party shall remain liable, to the extent provided by law, regarding its own acts and omissions; but that no party shall assume additional liability on its own behalf or liability for the acts of any other person or entity except for the acts and omissions of their own employees, volunteers, agents or contractors through participation in InHOUSE. The parties specifically agree that this agreement is for the benefit of the parties only and this agreement creates no rights in any third party.
   b. To the fullest extent permitted by law, Agency/Jurisdiction agrees to indemnify, defend, and hold EveryOne Home, its agents, officials, and staff harmless from and against any and all claims, losses, damages, liabilities, and expenses, including legal fees and disbursements paid or incurred, arising form any breach of this Agreement or any of Agency/Jurisdiction’s obligations under this Agreement.
c. To the fullest extent permitted by law, EveryOne Home agrees to indemnify, defend, and hold Agency/Jurisdiction, its agents, officials, and staff harmless from and against any and all claims, losses, damages, liabilities, and expenses, including legal fees and disbursements paid or incurred, arising from any breach of this Agreement or any of Agency/Jurisdiction’s obligations under this Agreement.

d. The EveryOne Home shall not be held liable to any member Agency/Jurisdiction for any cessation, delay or interruption of hosting or software services, nor for any malfunction of hardware, software or equipment. Liability and complaints regarding the EveryOne Home’s responsiveness to technical assistance requests shall be directed to the HUD Compliance Committee.

17. Additional Terms and Conditions:

a. Agency/Jurisdiction will abide by such rules and regulations promulgated by HUD and/or the EveryOne Home and/or the HUD Compliance Committee regarding administration of InHOUSE.

b. Agency/Jurisdiction and EveryOne Home intend to abide by applicable law. Should any term of this Agreement be inconsistent with applicable law, or should additional terms be required by applicable law, Agency/Jurisdiction and EveryOne Home agree to modify the terms of this agreement so as to comply with applicable law. No such change to particular sections will impact the validity or standing of other parts of the Agreement.

c. Neither EveryOne Home nor Agency/Jurisdiction will transfer or assign any rights or obligations regarding Alameda Countywide HMIS without the written consent of either party.

18. Termination:
This Agreement will be in force until terminated by either party. Either party may terminate this agreement at will with 60 day written notice. Either party may terminate this agreement immediately upon a material breach of this Agreement by the other party, including but not limited to the breach of InHOUSE security or confidentiality by Agency/Jurisdiction. Exercising termination rights may affect Agency/jurisdiction’s eligibility for federal funding including those that are locally administered (e.g. SHP, ESG, CDBG, CSBG, and HOPWA).

d. If this Agreement is terminated, Agency/Jurisdiction will no longer have access to InHOUSE. EveryOne Home and the remaining Partner Agencies/Jurisdictions will maintain their right to use all of the Client information previously entered by Agency/Jurisdiction except to the extent a restriction is imposed by Client or law.

e. Upon termination, EveryOne Home will notify representatives of the jurisdiction(s) in which the Agency/Jurisdiction provides services.

f. If this Agreement is terminated, the EveryOne Home and remaining Partner Agencies/Jurisdictions shall maintain their right to use all Client data previously entered by the terminating Partner Agency/Jurisdiction; this use is subject to any restrictions requested by the Client and by the Policies and Procedures Manual.

g. Upon termination, copies of Agency/Jurisdiction data will be provided to the Agency/Jurisdiction. Data will be provided on CDs or other mutually agreed-upon media.
h. Unless otherwise specified in writing, copies of data will be delivered to Agency/Jurisdiction within twenty-one (21) calendar days of receipt of written requests for data copies.

i. If termination is being pursued by EveryOne Home due to breach of contract, Agency/Jurisdiction will receive notice of breach and have the right to address and correct said breach. Only in the absence of appropriate and reasonable intervention and resolution by Agency/Jurisdiction will termination of Agency/Jurisdiction participation be completed by EveryOne Home.

Signed,

__________________________________________        __________________________
Signature of Executive Director/Manager                      Date

__________________________________________
Print Executive Director/Manager Name

__________________________________________
Agency/Jurisdiction Name

__________________________________________        __________             __________
Street and/or Mailing Address       City       State             Zip Code

__________________________________________
Signature of Alameda County Housing and        __________________________
Community Development Department Director                  Date
Linda M. Gardner

__________________________________________        __________________________
Signature of EveryOne Home Director                  Date
Elaine deColigny
InHOUSE Privacy Agreement

While I am not currently a licensed user of the Alameda County InHOUSE system, I am collecting HUD mandated data for entry into that system and/or utilizing collected data that contains sensitive personal information about clients. As a data collection participant, I agree to uphold the confidentiality and privacy standards set forth in this document, excerpted from the HUD HMIS Standards and the Alameda County-wide InHOUSE Policies and Procedures Manual.

Please initial each statement below to indicate your agreement:

_____ I recognize I have access to confidential client information collected for the InHOUSE system.

_____ I recognize that I am bound to keep confidential all protected personal information with which I come in contact in the course of carrying out my job responsibilities.

_____ I recognize that the improper disclosure of confidential and protected personal information, by anyone, could result in violation of the laws, violation of a client's legal rights and could jeopardize the security of the InHOUSE system.

_____ I recognize that any improper disclosure or violation of confidential or protected information may result in disciplinary action and/or termination from any contracts/agreements with the Alameda County-wide Continuum of Care Council with which my employer may be associated, and possible termination of my employment.

_____ I agree to make no disclosure, except to authorized agency staff as necessary to the performance of my job duties, to anyone of any data in, to go in, or from the InHOUSE system.

_____ I will not solicit information from Clients unless the information is required for a legitimate business purpose such as to provide services to the Client.

_____ I will not decline services to a Client or potential Client if that person refuses to share their personal information with other agencies via InHOUSE.

_____ Upon Client written request, I will ensure a Client receives a copy of the Client's own information maintained within InHOUSE. Information compiled in reasonable anticipation of or for use in a civil, criminal or administrative action or proceeding need not be provided to Client.

_____ I will permit Clients to file a written complaint regarding the use or treatment of their information within InHOUSE. Client may file a written complaint within the Agency Grievance Procedure. Client may not be retaliated against for filing a complaint.

_____ I understand that all InHOUSE information (hard copies and soft copies) must be kept secure and confidential at all times. When no longer needed, the information must be destroyed according to written Policy and Procedures to maintain confidentiality.

I understand and agree to comply with all the confidentiality statements listed above. I agree to maintain strict confidentiality of information obtained for the InHOUSE system. This information will be used only for the legitimate client service and administration of the agency named below.

<table>
<thead>
<tr>
<th>InHOUSE Participant Signature</th>
<th>Agency</th>
<th>Date</th>
</tr>
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<table>
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<tr>
<th>Agency/System Administrator</th>
<th>Agency</th>
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SAMPLE POLICY

DATE: March 1, 2006

SUBJECT: Privacy and Confidentiality

1. To protect the privacy of agency clients
2. To comply with applicable laws and regulations.
3. To insure fair information practices as to:
   a. Openness
   b. Accountability
   c. Collection limitations
   d. Purpose and use limitations
   e. Access and correction
   f. Data Quality
   g. Security

STATEMENT OF POLICY:

1) Compliance Agency privacy practices will comply with all applicable laws governing HMIS client privacy/confidentiality. Applicable standards include, but are not limited to the following.
   b) HIPAA - the Health Insurance Portability Act.
   d) Alameda County-wide Continuum of Care InHOUSE Policy and Procedures manual.
   e) Alameda County-wide Continuum of Care InHOUSE partner agency sharing agreement(s).

NOTE: HIPAA statutes are more restrictive than the HMIS FR 4848-N-02 standards and in cases where both apply, HIPAA over-rides the HMIS FR 4848-N-02 standards. In cases where an agency already has a confidentiality policy designed around the HIPAA standards, that policy can be modified to include the HMIS data collection, or can be amended to create one set of standards for clients covered under HIPAA, and a second set of standards for those covered only under HMIS FR 4848-N-02. Agencies should indicate in their Privacy Notice which standards apply to their situation.
2) **Use of Information**  
PPI (protected personal information which can be used to identify a specific client) can be used only for the following purposes:

a) To provide or coordinate services to a client.

b) For functions related to payment or reimbursement for services.

c) To carry out administrative functions such as legal, audit, personnel planning, oversight and management functions.

d) For creating de-personalized client identification for unduplicated counting.

e) Where disclosure is required by law.

f) To prevent or lessen a serious and imminent threat to the health or safety of an individual or the public.

g) To report abuse, neglect, or domestic violence as required or allowed by law.

h) Contractual research where privacy conditions are met (including a written agreement).

i) To report criminal activity on agency premises.

j) For law enforcement purposes in response to a properly authorized request for information from a properly authorized source.

**NOTE:** HMIS FR 4848-N-02 standards list items a-d above as allowable reasons for disclosing PPI but make provisions for additional uses to meet individual agency obligations. In some cases these uses (e-j above) have additional conditions, and HMIS FR 4848-N-02 4.1.3 should be consulted if any of these optional items are to be included in an agency's policy. It also states that “except for first party access to information and required disclosures for oversight and compliance auditing, all uses and disclosures are permissive and not mandatory.”

**NOTE:** If a client refuses to release PPI and such information is needed/required in order to provide services, the client's refusal may necessitate denial of service. Agencies may choose to make provisions for such denial of services in their policy.

3) **Collection and Notification**  
Information will be collected only by fair and lawful means with the knowledge or consent of the client.

a) PPI will be collected only for the purposes listed above, and entered into InHOUSE.

b) Clients will be made aware that personal information is being collected and recorded and will be asked to express written consent to have their basic intake information shared in the InHOUSE system.

c) A written sign will be posted in locations where PPI is collected. This written notice will read:

"We collect personal information directly from you for reasons that are discussed in our Privacy Notice. We may be required to collect some personal information by law or by organizations that give us money to operate this program. Other personal information that we collect is important to run our programs, to improve services for homeless persons, and to better understand the needs of homeless persons. We only collect information that we consider to be appropriate.

The collection and use of all personal information is guided by strict standards of confidentiality. Our Privacy Notice is posted. A copy of our Privacy Notice is available to all clients upon request."

d) This sign will be explained in cases where the client is unable to read and/or understand it.

**NOTE:** Under HMIS FR 4848-N-02, agencies are permitted to require a client to express consent to collect PPI verbally or in writing, however this is optional and not a requirement of the statute.
4) **Data Quality**  
   PPI data will be accurate, complete, timely, and relevant.  
   a) All PPI collected will be relevant to the purposes for which it is to be used.  
   b) Identifiers will be removed from data that is not in current use after 7 years (from date of creation or last edit) unless other requirements mandate longer retention.  
   c) Data will be entered in a consistent manner by authorized users.  
   d) Data will be entered in as close to real-time data entry as possible.  
   e) Measures will be developed to monitor data for accuracy and completeness and for the correction of errors.  
      i) The agency runs reports and queries monthly to help identify incomplete or inaccurate information.  
      ii) The agency monitors the correction of incomplete or inaccurate information.  
      iii) By the 15th of the following month all monitoring reports will reflect corrected data.  
   f) Data quality is subject to routine audit by System Administrators who have administrative responsibilities for the database.

5) **Privacy Notice, Purpose Specification and Use Limitations**  
The purposes for collecting PPI data, as well as it uses and disclosures will be specified and limited.  
   a) The purposes, uses, disclosures, policies, and practices relative to PPI data are to be outlined in this agency Privacy Notice.  
   b) The agency Privacy Notice will comply with all applicable regulatory and contractual limitations.  
   c) The agency Privacy Notice will be made available to agency clients, or their representative, upon request and explained/interpreted as needed.  
   d) Reasonable accommodations will be made with regards to the Privacy Notice for persons with disabilities and non-English speaking clients as required by law.  
   e) PPI will be used and disclosed only as specified in the Privacy Notice, and only for the purposes specified therein.  
   f) Uses and disclosures not specified in the Privacy Notice can be made only with the consent of the client.  
   g) The Privacy Notice will be posted on the agency web site.  
   h) The Privacy Notice will reviewed and amended as needed.  
   i) Amendments to or revisions of the Privacy Notice will address the retroactivity of any changes.  
   j) Permanent documentation will be maintained of all Privacy Notice amendments/revisions.  
   k) All access to, and editing of PPI data will be tracked by an automated audit trail, and will be monitored for violations use/disclosure limitations.

**NOTE:** Items above are required by HMIS FR 4848-N-02 and/or MSHMIS policy, but agencies can restrict and limit the use of PPI data further by requiring express client consent for various types of uses/disclosures, and/or by putting restriction or limits on various kinds of uses/disclosures.
6) **Record Access and Correction**  Provisions will be maintained for the access to and corrections of PPI records.

a) Clients will be allowed to review their InHOUSE record within 5 working days of a request to do so.

b) During a client review of their record, an agency staff person must be available to explain any entries the client does not understand.

c) The client may request to have their record corrected so that information is up-to-date and accurate to ensure fairness in its use.

d) When a correction is requested by a client, the request will be documented and the staff will make a corrective entry if the request is valid.

e) A client may be denied access to their personal information for the following reasons:

   i) Information is compiled in reasonable anticipation of litigation or comparable proceedings;

   ii) Information about another individual other than the agency staff would be disclosed,

   iii) Information was obtained under a promise of confidentiality other than a promise from this provider and disclosure would reveal the source of the information

   iv) The disclosure of information which would be reasonably likely to endanger the life or physical safety of any individual.

f) A client may be denied access to their personal information in the case of repeated or harassing requests for access or correction. However, if denied, documentation will be provided regarding the request and reason for denial to the individual and be made a part of the client's record.

g) A grievance process may be initiated if a client feels that their confidentiality rights have been violated, if access has been denied to their personal records, or if they have been put at personal risk, or harmed.

h) Any client grievances relative to the InHOUSE system will be processed/resolved according to agency grievance policy.

i) A copy of any client grievances relative to InHOUSE data or other privacy/confidentiality issues and agency response are forwarded to CoC staff.

j) If a client is unsatisfied with the resolution of their grievance at the agency level, the client may request mediation at the system level.
7) **Accountability** Processes will be maintained to insure that the privacy and confidentiality of client information is protected and staff is properly prepared and accountable to carry out agency policies and procedure that govern the use of PPI data.
   
a) Grievances may be initiated through the agency grievance process for considering questions or complaints regarding privacy and security policies and practices. All users of the InHOUSE system must sign a Users Agreement that specifies each staff persons’ obligations with regard to protecting the privacy of PPI and indicates that they have received a copy of the agency's Privacy Notice and that they will comply with its guidelines.
   
b) All staff, interns, volunteers or associates collecting PPI intended for, or viewing data generated by InHOUSE must successfully complete Council-sponsored privacy and security certification training.
   
c) A process will be maintained to document and verify completion of training requirements.
   
d) A process will be maintained to monitor and audit compliance with basic privacy requirements including but not limited to auditing clients entered against signed InHOUSE Consent Releases. At minimum, a quarterly Compliance Review will be conducted and documented.
   
e) A copy of any staff grievances initiated relative to privacy, confidentiality, or InHOUSE system data will be forwarded to CoC Staff.
   
f) Regular user meetings will be held and issues concerning data security, client confidentiality, and information privacy will be discussed and solutions will be developed.

8) **Sharing of Information** Basic Intake data may be shared with partnering agencies only with client approval
   
a) All routine data sharing practices with partnering agencies will be documented and governed by the CoC MOU Agreement that defines the agency-determined sharing practice.
   
b) Resident name and social security number are viewable in InHOUSE without express written consent for the purpose of searching for a client in the software. Procedures are available to not enter name and/or social security number from the searchable field.
   
c) A completed InHOUSE Client Release of Information (ROI) Form is needed before information may be shared electronically.
   
i) The InHOUSE release is to inform the client about what is shared and with whom it is shared.
   
ii) The client accepts or rejects the sharing plan.
   
iii) Revisions to the consent for sharing the Basic intake may be requested by the resident during the standard business hours. Changes will not be retroactive.
   
d) Clients will be informed about and understand the benefits, risks, and available alternatives to sharing their information prior to signing an ROI, and their decision to grant permission shall be voluntary.
   
e) Clients who choose not to authorize sharing of information cannot be denied services for which they would otherwise be eligible.
   
f) All Client Authorization for ROI forms related to the InHOUSE system will be placed in a file to be located on premises and will be made available to the CoC Staff for periodic audits.
   
g) InHOUSE-related Authorization for ROI forms will be retained for a minimum period of three (3) years, after which time the forms will be discarded in a manner that ensures client confidentiality is not compromised.
   
h) No confidential/restricted information received from the InHOUSE system will be shared with any organization or individual without proper written consent by the client, unless otherwise permitted by applicable regulations or laws.
Draft 03.24.06

i) Restricted information, including progress notes and psychotherapy notes about the diagnosis, treatment, or referrals related to a medical health, disabilities, mental health disorder, drug or alcohol use, HIV/AIDS, and any violence-related concerns shall not be shared with other participating Agencies without the clients written, informed consent as documented on the Agency Authorization for Release of Restricted Information Form.
   i) Sharing of restricted information is not covered under the general InHOUSE Client ROI.
   ii) Sharing of restricted information must also be planned and documented through a fully executed Authorization for Release of Restricted Information Form

j) If a client has previously given permission to share information and then chooses to revoke that permission by completing a new ROI, the InHOUSE Basic Intake will be closed to further sharing.

k) All client ROI forms will include an expiration date, and once a Client ROI expires, any new information entered will be closed to sharing unless a new Client ROI is signed by the client and entered in the InHOUSE system.

9) System Security  System security provisions will apply to all systems where PPI is stored:
    agency's networks, desktops, laptops, mini-computers, mainframes and servers.
    a) Password Access:
       i) Only individuals who have completed Privacy and Security Certification and Software Training may be given access to the InHOUSE system through User IDs and Passwords,
       ii) Temporary default passwords will be changed on first use.
       iii) Access to PPI requires a user name and password at least 8 characters long and using at least one number and one letter.
       iv) Passwords will not use or include the users name or the vendor name, and will not consist entirely of any word found in the common dictionary or any of the above words spelled backwards.
       v) User Name and password may not be stored or displayed in any publicly accessible location.
       vi) Passwords must be changed routinely.
       vii) Users must not be able to log onto more than one workstation or location at a time.
    viii) Individuals with User IDs and Passwords will not give or share assigned User IDs and Passwords to access the InHOUSE system with any other person, organization, governmental entity, business.
    b) Virus Protection and Firewalls:
       i) Commercial anti-virus protection software will maintained to protect all agency network systems and workstations from virus attack.
       ii) Virus protection will include automated scanning of files as they are accessed by users.
       iii) Virus Definitions will be updated regularly.
       iv) All workstations will be protected by a firewall either through a workstation firewall or a server firewall.
    c) Physical Access to Systems where InHOUSE Data is Stored
       i) Computers stationed in public places must be secured when workstations are not in use and staff is not present.
       ii) After a short period of time a pass word protected screen saver will be activated during time that the system is temporarily not in use.
       iii) For extended absence from a workstation, staff must log off the computer.
    d) Stored Data Security and Disposal:
       i) All InHOUSE data downloaded onto a data storage medium must be maintained and stored in a secure location, not accessible to non-licensed users of the InHOUSE system.
       ii) Data containing PPI will not be downloaded to any remote access site at any time for any reason, nor transmitted outside the physical agency by any means whatsoever.
       iii) Data stored on a portable medium will be secured when not in use and will never be
iv) Data downloaded for purposes of statistical analysis will exclude PPI whenever possible.

iii) InHOUSE data downloaded onto a data storage medium must be disposed of by reformatting as opposed to erasing or deleting. This includes hard drives.

iv) A data storage medium will be reformatted a second time before the medium is reused or disposed of.

e) System Monitoring

i) User access to the InHOUSE Live Web Site will be monitored using the computer access logs located on each computer's explorer "history" button, or via a central server report.

f) Hard Copy Security:

i) Any paper or other hard copy containing PPI that is either generated by or for InHOUSE including, but not limited to report, data entry forms and signed consent forms will be secured.

ii) Agency staff will supervise at all time hard copy with identifying information generated by or for the InHOUSE system when the hard copy is in a public area. If the staff leaves the area, the hard copy must be secured in areas not accessible by the public.

iii) All written information pertaining to the user name and password must not be stored or displayed in any public accessible location.

g) Authorized Location Access:

i) Access to the InHOUSE system is allowed only from authorized agency locations.

10) Agency HMIS/InHOUSE Grievance Policy  (Add details of agency HMIS grievance policy in this section. Refer to HUD Final Data Standards pp. 45930-45931, Section 4.2.5 Access and Correction and Section 4.2.6 Accountability. Your policy may be the same as for other programs. If so, simply include present policy.)

NOTE: Various important aspects of system security are the contracted responsibility of Bowman Systems and are therefore not covered in agency policy. These involve procedures and protections that take place at the site of the central server and include data backup, disaster recovery, data encryption, binary storage requirements, physical storage security, public access controls, location authentication, etc.
PROCEDURES:

NOTE: Procedures and roles relative to this policy should be defined in a procedure section. These may vary significantly from agency to agency but may include the following:

1. Participating agencies may integrate InHOUSE into the agency's existing Privacy Notice. If the agency does not have an existing Privacy Notice agencies may adopt the HMIS Privacy Notice example or use it as a model. The Privacy Notice must reflect the agency's privacy policy.

2. Copies of the Participation Agreement (MOU and the User Agreement/Code of Ethics may be attachments to your Policy. In addition to customizing the sample policy provided above, the agency should describe:
   a. Who will have what Access Levels on InHOUSE ServicePoint.
   b. How access to the room(s) where the InHOUSE system is being used will be controlled.
   c. Procedures for acquiring client consent.
      i. The Agency’s Privacy Notice should be posted.
      ii. How the Privacy Notice will be explained.
      iii. How and when the InHOUSE Consent Release of Information will be introduced to clients.
      iv. A copy of the second Release required for sharing restricted information
What is the InHOUSE System?

What is InHOUSE and Why Should I Use It?

InHOUSE is a computer program to help

- Secure files electronically
- Ensure these programs continue receiving funding to keep them open
- Reduce the information you have to repeat and answer at multiple agencies

The InHOUSE system is used by many agencies throughout the county which provide services to homeless and low-income persons. A list of participating agencies is noted on the back of this page. As participating agencies may change, individuals may obtain a current list of participating agencies at any time.

Funders, cities, and other homeless planning groups require InHOUSE to provide various information about persons-served, services provided and outcomes achieved. In addition, this data is used for research purposes (including coordination with other systems of care), analysis about programs, specific service types, targeting of services, understanding best practices and improvements needed, or other uses to enhance the homeless and housing service delivery system.

Keeping your information in the InHOUSE system helps us pool your data with others for these reports. This helps continue funding and improve the services and programs for you and other homeless and low-income households.

When you request or receive services from some programs of Agency Name information collected about your household is entered into the InHOUSE system. Your name, date of birth, gender and social security number are viewable in the system. All Intake answers, program entries and exits are shared with all participating agencies, so you may not need to completely fill out a new intake every time you receive services from other agencies.

You have the right to receive a copy of all information collected about you and shared between the participating agencies. You may also amend and correct information collected about you which may be incorrect.

What information is shared about me?

My age, date of birth, gender, race, ethnicity, marital status, veteran status, education, if I have a disability, employment information, household relationships, living situation, income amount and type, benefits information, if I have health coverage income amount and type, benefits information, disability information, pregnancy status, legal information, services needed and provided, and outcomes of services provided.

Information about me will ONLY be viewable by the participating agencies listed on the back of this page.
The agencies listed below utilize the InHOUSE system. All or some of the programs in these agencies participate in the InHOUSE system.

Abode Services
Affordable Housing Associates
Alameda County HCD
Alameda County Behavioral Health Care Services Housing Department
Alameda County HCD Shelter + Care Programs, RISE Project, Linkages
All or some of the programs in these agencies participate in the InHOUSE system.

Abode Services
Affordable Housing Associates
Alameda County HCD
Alameda County Behavioral Health Care Services Housing Department
Alameda County HCD Shelter + Care Programs, RISE Project, Linkages

Abode Services
Affordable Housing Associates
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Alameda County Behavioral Health Care Services Housing Department
Alameda County HCD Shelter + Care Programs, RISE Project, Linkages

Abode Services
Affordable Housing Associates
Alameda County HCD
Alameda County Behavioral Health Care Services Housing Department
Alameda County HCD Shelter + Care Programs, RISE Project, Linkages
Agency Name

Print Client Name: ____________________________________________

Children’s Names: ____________________________________________

____ (Initial Here)  I have received and reviewed the “What is the InHOUSE System” information sheet. I understand that my name, date of birth, gender and Social Security Number are viewable in the system.

Consent to VIEW Data:

By signing below, I agree that my answers, program entries, and exit information may be seen by the InHOUSE participant agencies (listed on the back of this form) for myself and (if applicable) my minor children.

I know that the agencies in the system (listed on the back of this form) must follow strict privacy laws. The agencies in the system may change from time to time. I understand that this acknowledgement is valid for three (3) years. I understand that my name, date of birth, gender and Social Security Number are viewable in the system. I understand that my data will be used in reporting and in research or analysis about programs, specific service types, targeting of services, understanding best practices and improvements needed, or other uses to improve the homeless and housing service delivery system.

Signature of Client or Guardian Date

Agency Representative Date

Agency Representative Printed Name

FOR STAFF USE ONLY: If your client believes that sharing any information beyond this agency may put him/herself or a family member at risk, the following option may be offered after discussion with a case manager.

☐ Displayed Name and SSN Restriction.

Enter the following initials instead of the client name(s) into ServicePoint. The SSN will not be viewable system-wide.

First Name Initial _____ Last Name Initial _____ for ______________________________

First Name Initial _____ Last Name Initial _____ for ______________________________

First Name Initial _____ Last Name Initial _____ for ______________________________

First Name Initial _____ Last Name Initial _____ for ______________________________

Special Data Entry Instructions:

1. Enter initials only and no SSN when creating new record

2. Only enter SSN and Full Name on Standard Intake assessment
### Alameda Countywide InHOUSE Participants of InHOUSE

The agencies listed below utilize the InHOUSE system. All or some of the programs in these agencies participate in the InHOUSE system.

| Abode Services | City of Berkeley
| Affordable Housing Associates | Shelter + Care Programs |
| Alameda County HCD | City of Oakland
| Shelter + Care Programs, RISE Project, Linkages | Department of Human Services |
| Alameda County Behavioral Health Care Services Housing Department | Matilda Cleveland Program, Families in Transition, Homeless Youth Housing Collaborative, Homeless Families Support Network |
| MHSA Housing programs, Shelter referral and SHP programs | Covenant House |
| Alameda Point Collaborative | Davis Street Family Resource Center |
| Anka Behavioral Health, Inc. | East Bay Community Law Center |
| Ark of Refuge | Eviction Prevention Housing Clinic |
| Bay Area Legal Aid | East Bay Community Recovery Program |
| BAYC | FACT program and Homelessness Prevention and Housing Services |
| Berkeley Drop-in Center | East Oakland Community Project |
| Berkeley Food & Housing Project | EveryOne Home |
| Bonita House, Inc. | FESCO |
| BOSS | First Place for Youth |
| Building Futures with Women and Children | Fred Finch Youth Center |
| | Goodwill Industries, Inc. |
| | Homeless Action Center |
| | Homeless Families Program |
| | HOPE Project Mobile Clinic |
| | Housing Resource Centers and their partner agencies |
| | LifeLong Medical Care |
| | Operation Dignity |
| | Options Recovery Services |
| | Rubicon Programs |
| | Second Chance |
| | St. Mary’s Center |
| | Swords to Plowshares |
| | Volunteers of America |
| | YEAH! |
| | Women’s Daytime Drop-in Center |
| | The Workforce Collaborative |
| | 211 Information and Referral Program |
NOTE:
The Alameda County-wide Homeless Continuum of Care Council has chosen to implement some of the "Additional Privacy Protections" listed in this document. Additional Privacy Protections with which participating agencies/jurisdictions are required to comply are **bolded** in this document.

4.1. HMIS Privacy Standards: Definitions and Scope

4.1.1. Definition of Terms

**Protected Personal Information (PPI)**
Any information maintained by or for a Covered Homeless Organization about a living homeless client or homeless individual that:

1. Identifies, either directly or indirectly, a specific individual;
2. can be manipulated by a reasonably foreseeable method to identify a specific individual; or
3. can be linked with other available information to identify a specific individual.

**Covered Homeless Organization (CHO)**
Any organization (including its employees, volunteers, affiliates, contractors, and associates) that records, uses or processes PPI on homeless clients for an HMIS.

**Processing**
Any operation or set of operations performed on PPI, whether or not by automated means, including but not limited to collection, maintenance, use, disclosure, transmission and destruction of the information.

**HMIS Uses and Disclosures**
The uses and disclosures of PPI that are allowed by these standards.
4.2. **Privacy-Requirements**

- All CHO's must comply with the baseline privacy requirements described here with respect to: data collection limitations; data quality; purpose and use limitations; openness; access and correction; and accountability.
- A CHO may adopt additional substantive and procedural privacy protections that exceed the baseline requirements for each of these areas.
- A CHO must comply with federal, state and local laws that require additional confidentiality protections.
- All additional protections must be described in the CHO's privacy notice.
- A CHO must comply with all baseline privacy protections and with all additional privacy protections included in its privacy notice.
- A CHO may maintain a common data storage medium with another organization (including but not limited to another CHO) that includes the sharing of PPI.
- When PPI is shared between organizations, responsibilities for privacy and security may reasonably be allocated between the organizations.
- Organizations sharing a common data storage medium and PPI may adopt differing privacy and security policies as they deem appropriate, administratively feasible, and consistent with these HMIS privacy and security standards, as long as these privacy and security policies allow for the unduplication of homeless clients at the CoC level.
4.2.1. Collection Limitation

Baseline Requirement.

- A CHO may collect PPI only when appropriate to the purposes for which the information is obtained or when required by law.
- A CHO must collect PPI by lawful and fair means and, where appropriate, with the knowledge or consent of the individual.
- A CHO must post a sign at each intake desk (or comparable location) that explains generally the reasons for collecting this information.
- Consent of the individual for data collection may be inferred from the circumstances of the collection.
- Providers may use the following language to meet this standard:

"We collect personal information directly from you for reasons that are discussed in our privacy statement. We may be required to collect some personal information by law or by organizations that give us money to operate this program. Other personal information that we collect is important to run our programs, to improve services for homeless persons, and to better understand the needs of homeless persons. We only collect information that we consider to be appropriate."

Additional Privacy Protections.

A CHO may, in its privacy notice, commit itself to additional privacy protections consistent with HMIS requirements, including, but not limited to:

1. Restricting collection of personal data, other than required HMIS data elements;
2. Collecting PPI only with the express knowledge or consent of the individual (unless required by law); and
3. Obtaining oral or written consent from the individual for the collection of personal information from the individual or from a third party.

4.2.2. Data Quality

Baseline Requirement.

- PPI collected by a CHO must be relevant to the purpose for which it is to be used. To the extent necessary for those purposes, PPI should be accurate, complete and timely,
- A CHO must develop and implement a plan to dispose of or, in the alternative, to remove identifiers from, PPI that is not in current use seven years after the PPI was created or last changed (unless a statutory, regulatory, contractual, or other requirement mandates longer retention). Standards for destroying information are provided in Section 4.3.
4.2.3. **Purpose Specification and Use Limitation**

**Baseline Requirement**

- A CHO must specify in its privacy notice the *purposes* for which it collects PPI and must describe all uses and disclosures.
- A CHO may use or disclose PPI only if the use or disclosure is allowed by this standard and is described in its privacy notice.
- A CHO may infer consent for all uses and disclosures specified in the notice and for uses and disclosures determined by the CHO to be compatible with those specified in the notice.
- Except for first party access to information and any required disclosures for oversight of compliance with HMIS privacy and security standards, all uses and disclosures are permissive and not mandatory.
- Uses and disclosures not specified in the privacy notice can be made only with the consent of the individual or when required by law.

**Additional Privacy Protections.**

A CHO may, in its privacy notice, commit itself to additional privacy protections consistent with HMIS requirements, including, but not limited to:

1. Seeking either oral or written consent for some or all processing when individual consent for a use, disclosure or other form of processing is appropriate;

2. **Agreeing to additional restrictions on use or disclosure of an individual's PPI at the request of the individual if the request is reasonable.** The CHO is bound by the agreement, except if inconsistent with legal requirements;

3. Limiting uses and disclosures to those specified in its privacy notice and to other uses and disclosures that are necessary for those specified;

4. Committing that PPI may not be disclosed directly or indirectly to any government agency (including a contractor or grantee of an agency) for inclusion in any national homeless database that contains personal protected information unless required by statute;

5. Committing to maintain an audit trail containing the date, purpose and recipient of some or all disclosures of PPI;

6. Committing to make audit trails of disclosures available to the homeless individual; and

7. Limiting disclosures of PPI to the minimum necessary to accomplish the purpose of the disclosure.
4.2.4. Openness

**Baseline Requirement.**

- A CHO must publish a privacy notice describing its policies and practices for the processing of PPI and must provide a copy of its privacy notice to any individual upon request.
- If a CHO maintains a public web page, the CHO must post the current version of its privacy notice on the web page.
- A CHO may, if appropriate, omit its street address from its privacy notice.
- A CHO must post a sign stating the availability of its privacy notice to any individual who requests a copy.
- A CHO must state in its privacy notice that the policy may be amended at any time and that amendments may affect information obtained by the CHO before the date of the change. An amendment to the privacy notice regarding use or disclosure will be effective with respect to information processed before the amendment, unless otherwise stated. All amendments to the privacy notice must be consistent with the requirements of these privacy standards. A CHO must maintain permanent documentation of all privacy notice amendments.
- CHO’s are reminded that they are obligated to provide reasonable accommodations for persons with disabilities throughout the data collection process. This may include but is not limited to, providing qualified sign language interpreters, readers or materials in accessible formats such as Braille, audio, or large type, as needed by the individual with a disability. See 24 CFR 8.6; 28 CFR 36.303. Note: This obligation does not apply to CHO’s who do not receive federal financial assistance and who are also exempt from the requirements of Title III of the Americans with Disabilities Act because they qualify as "religious entities" under that Act.
- CHO’s that are recipients of federal financial assistance shall provide required information in languages other than English that are common in the community, if speakers of these languages are found in significant numbers and come into frequent contact with the program. See HUD Limited English Proficiency Recipient Guidance published on December 18, 2003 (68 FR 70968).

**Additional Privacy Protections.**

A CHO may, in its privacy notice, commit itself to additional privacy protections consistent with HMIS requirements, including, but not limited to:

1. making a reasonable effort to offer a copy of the privacy notice to each client at or around the time of data collection or at another appropriate time;
2. giving a copy of its privacy notice to each client on or about the time of first data collection. If the first contact is over the telephone, the privacy notice may be provided at the first in-person contact (or by mail, if requested); and/or
3. adopting a policy for changing its privacy notice that includes advance notice of the change, consideration of public comments, and prospective application of changes.
4.2.5. **Access and Correction**

**Baseline Requirement.**

- A CHO must allow an individual to inspect and to have a copy of any PPI about the Individual. A CHO must offer to explain any information that the individual may not understand.

- A CHO must consider any request by an individual for correction of inaccurate or incomplete PPI pertaining to the individual.

- A CHO is not required to remove any information but may, in the alternative, mark information as inaccurate or incomplete and may supplement it with additional information.

- In its privacy notice, a CHO may reserve the ability to rely on the following reasons for denying an individual inspection or copying of the individual's PPI:
  
  (1) Information compiled in reasonable anticipation of litigation or comparable proceedings;
  
  (2) Information about another individual (other than a health care or homeless provider);
  
  (3) Information obtained under a promise of confidentiality (other than a promise from a health care or homeless provider) if disclosure would reveal the source of the information; or
  
  (4) Information, the disclosure of which would be reasonably likely to endanger the life or physical safety of any individual.

- A CHO can reject repeated or harassing requests for access or correction.

- A CHO that denies an individual's request for access or correction must explain the reason for the denial to the individual and must include documentation of the request and the reason for the denial as part of the protected personal information about the individual.

**Additional Privacy Protections.**

A CHO may, in its privacy notice, commit itself to additional privacy protections consistent with HMIS requirements, including, but not limited to:

(1) **Accepting an appeal of a denial of access or correction by adopting its own appeal procedure and describing the procedure in its privacy notice;**

(2) Limiting the grounds for denial of access by not stating a recognized basis for denial in its privacy notice;

(3) Allowing an individual whose request for correction has been denied to add to the individual's information a concise statement of disagreement. A CHO may agree to disclose the statement of disagreement whenever it discloses the disputed PPI to another person. These procedures must be described in the CHO's privacy notice; and/or

(4) **Providing to an individual a written explanation of the reason for a denial of an individual's request for access or correction.**
4.2.6. **Accountability**

**Baseline Requirement.**

- A CHO must establish a procedure for accepting and considering questions or complaints about its privacy and security policies and practices.
- A CHO must require each member of its staff (including employees, volunteers, affiliates, contractors and associates) to sign (annually or otherwise) a confidentiality agreement that acknowledges receipt of a copy of the privacy notice and that pledges to comply with the privacy notice.

**Additional Privacy Protections.**

A CHO may, in its privacy notice, commit itself to additional privacy protections consistent with HMIS requirements, including, but not limited to:

1. **Requiring each member of its staff (including employees, volunteers, affiliates, contractors and associates) to undergo (annually or otherwise) formal training in privacy requirements;**
2. **Establishing a method, such as an internal audit, for regularly reviewing compliance with its privacy policy;**
3. **Establishing an internal or external appeal process for hearing an appeal of a privacy complaint or an appeal of a denial of access or correction rights; and/or**
4. **Designating a chief privacy officer to supervise implementation of the CHO’s privacy standards.**
4.3. Security Standards

This section describes the standards for system, application and hard copy security. All CHO's must comply with the baseline security requirements. A CHO may adopt additional security protections that exceed the baseline requirements if it chooses.

4.3.1. System Security

Applicability.

Baseline Requirement.

- A CHO must apply system security provisions to all the systems where personal protected information is stored, including, but not limited to, a CHO's networks, desktops, laptops, mini-computers, mainframes and servers.

Additional Security Protections.

- A CHO may commit itself to additional security protections consistent with HMIS requirements by applying system security provisions to all electronic and hard copy information that is not collected specifically for the HMIS.
- A CHO may also seek an outside organization to perform an internal security audit and certify system security.

User Authentication.

Baseline Requirement.

- A CHO must secure HMIS systems with, at a minimum, a user authentication system consisting of a username and a password.
- Passwords must be at least eight characters long and meet reasonable industry standard requirements. These requirements include, but are not limited to:
  1. Using at least one number and one letter;
  2. Not using, or including, the username, the HMIS name, or the HMIS vendor's name; and/or
  3. Not consisting entirely of any word found in the common dictionary or any of the above spelled backwards.
- Using default passwords on initial entry into the HMIS application is allowed so long as the application requires that the default password be changed on first use.
- Written information specifically pertaining to user access (e.g., username and password) may not be stored or displayed in any publicly accessible location.
- Individual users must not be able to log on to more than one workstation at a time, or be able to log on to the network at more than one location at a time.
**Additional Security Protections.**

- A CHO may commit to additional security protections consistent with HMIS requirements by including one of each of the following kinds of characters in the password:
  1. upper and lower-case letters;
  2. numbers; and/or
  3. symbols.

- A common solution to creating complex passwords is to use phrases instead of individual words as passwords, capitalize each new word in the phrase, and substitute numbers and symbols for letters in any given word.

For example, the phrase "secure password" can be modified to "$3cur3P@$wOrd" by replacing the letter "s" with "$", the letter "e" with the number "3," the letter "a" with "@" and the letter "o" with the number "O," and eliminating spaces between words.

**Virus Protection.**

**Baseline Requirement.**

- A CHO must protect HMIS systems from viruses by using commercially available virus protection software.

- Virus protection must include automated scanning of files as they are accessed by users on the system where the HMIS application is housed.

- A CHO must regularly update virus definitions from the software vendor.

**Additional Security Protections.**

- A CHO may commit itself to additional security protections consistent with HMIS requirements by automatically scanning all files for viruses when the system is turned on, shut down or not actively being used.
Firewalls.

Baseline Requirement.

- A CHO must protect HMIS systems from malicious intrusion behind a secure firewall.
- Each individual workstation does not need its own firewall, as long as there is a firewall between that workstation and any systems, including the Internet and other computer networks, located outside of the organization.

For example, a workstation that accesses the Internet through a modem would need its own firewall.

A workstation that accesses the Internet through a central server would not need a firewall as long as the server has a firewall.

Firewalls are commonly included with all new operating systems.

Older operating systems can be equipped with secure firewalls that are available both commercially and for free on the Internet.

Additional Security Protections.

- A CHO may commit itself to additional security protections consistent with HMIS requirements by applying a firewall to all HMIS workstations and systems.

Public Access.

Baseline Requirement.

- HMIS that use public forums for data collection or reporting must be secured to allow only connections from previously approved computers and systems through Public Key Infrastructure (PKI) certificates, or extranets that limit access based on the Internet Provider (IP) address, or similar means.
- A public forum includes systems with public access to any part of the computer through the Internet, modems, bulletin boards, public kiosks or similar arenas. Further information on these tools can be found in the HMIS Consumer Guide and the HMIS Implementation Guide, both available on HUD's Web site.

Additional Security Protections.

- A CHO may commit itself to additional security protections consistent with HMIS requirements by using PKI certificates and extranets that limit access based on the IP address.
- A very secure system would not house any HMIS data on systems that are accessible to the general public.

Baseline Requirement.

- A CHO must staff computers stationed in public areas that are used to collect and store HMIS data at all times.
- When workstations are not in use and staff are not present, steps should be taken to ensure that the computers and data are secure and not usable by unauthorized individuals.
- After a short amount of time, workstations should automatically turn on a password protected screen saver when the workstation is temporarily not in use. Password protected screen savers are a standard feature with most operating systems and the amount of time can be regulated by a CHO.
- If staff from a CHO will be gone for an extended period of time, staff should log off the data entry system and shut down the computer.

Additional Security Protections.

- A CHO may commit itself to additional security protections consistent with HMIS requirements by automatically logging users off of the HMIS application after a period of inactivity and automatically logging users off of the system after a period of inactivity.
- Most server operating systems come equipped with the needed software to automatically perform these functions. If staff from a CHO will be gone for an extended period of time, staff should store the computer and data in a locked room.

Disaster Protection and Recovery.

Baseline Requirement.

- A CHO must copy all HMIS data on a regular basis to another medium (e.g., tape) and store it in a secure off-site location where the required privacy and security standards would also apply.
- A CHO that stores data in a central server, mini-computer or mainframe must store the central server, mini-computer or mainframe in a secure room with appropriate temperature control and fire suppression systems.
- Surge suppressors must be used to protect systems used for collecting and storing all the HMIS data.

Additional Security Protections.

- A CHO may commit itself to additional security protections consistent with HMIS requirements by providing, among other options, fire and water protection at the off-site location that houses the storage medium.
- A CHO may also seek an outside organization to conduct a disaster protection audit.
Disposal.

Baseline Requirement.

- In order to delete all HMIS data from a data storage medium, a covered homeless organization must reformat the storage medium. A CHO should reformat the storage medium more than once before reusing or disposing the medium.

Additional Security Protections.

- A CHO may commit itself to additional security protections consistent with HMIS requirements by destroying media at a bonded vendor to ensure all the HMIS data is completely destroyed.

System Monitoring.

Baseline Requirement.

- A CHO must use appropriate methods to monitor security systems.
- Systems that have access to any HMIS data must maintain a user access log.

Many new operating systems and web servers are equipped with access logs and some allow the computer to email the log information to a designated user, usually a system administrator.

- Logs must be checked routinely.

Additional Security Protections.

- A CHO may commit itself to additional security protections consistent with HMIS requirements by checking user access logs routinely for inappropriate access, hardware and software problems, errors and viruses, or purchasing one of several software applications available that track the status of individual files on computers.

These applications are used to make sure that files are not being changed when they are not supposed to be. The applications inform the system administrator if a computer has been hacked, infected with a virus, has been restarted, or if the data files have been tampered with.

4.3.2. Application Security

These provisions apply to how all the HMIS data are secured by the HMIS application software.

Applicability.

Baseline Requirement.

- A CHO must apply application security provisions to the software during data entry, storage and review or any other processing function.

Additional Security Protections.

A CHO may commit itself to additional security protections consistent with HMIS requirements as needed.
User Authentication.

**Baseline Requirement.**

- A CHO must secure all electronic HMIS data with, at a minimum, a user authentication system consisting of a username and a password.
- Passwords must be at least eight characters long and meet reasonable industry standard requirements. These requirements include, but are not limited to:
  1. Using at least one number and one letter;
  2. Using default passwords on initial entry into the HMIS application is allowed so long as the application requires that the default password be changed on first use;
  3. Not using, or including, the username, the HMIS name, or the HMIS vendor's name; and
  4. Not consisting entirely of any word found in the common dictionary or any of the above spelled backwards.
- Written information specifically pertaining to user access (e.g., username and password) may not be stored or displayed in any publicly accessible location.
- Individual users should not be able to log on to more than one workstation at a time, or be able to log on to the network at more than one location at a time.

**Additional Security Protections.**

- A CHO may commit itself to additional security protections consistent with HMIS requirements by including one of each of the following kinds of characters in the password:
  1. Upper and lower-case letters;
  2. Numbers; and
  3. Symbols.
- A common solution to creating complex passwords is to use phrases instead of individual words as passwords, capitalize each new word in the phrase and substitute numbers and symbols for letters in any given word.

  For example, the phrase "secure password" can be modified to "$3cur3P@$wOrd" by replacing the letter "s" with ",", the letter "e" with the number "3," the letter "a" with "@" and the letter "o" with the number "O," and eliminating spaces between words.
Electronic Data Transmission.

**Baseline Requirement.**

- A CHO must encrypt all HMIS data that are electronically transmitted over the Internet, publicly accessible networks or phone lines to current industry standards. The current standard is 128-bit encryption.

- Unencrypted data may be transmitted over secure direct connections between two systems. A secure direct connection is one that can only be accessed by users who have been authenticated on at least one of the systems involved and does not utilize any tertiary systems to transmit the data. A secure network would have secure direct connections.

**Additional Security Protections.**

- A CHO may commit itself to additional security protections consistent with HMIS requirements by using PKI certificates to verify the workstations involved in the electronic data transmission, and by restricting access between the workstations using IP addresses.

- A very secure system would not transmit any protected information over a public system like the Internet.

Electronic Data Storage.

**Baseline Requirement.**

- A CHO must store all HMIS data in a binary, not text, format.

- A CHO that uses one of several common applications [e.g., Microsoft Access, Microsoft SQL Server and Oracle] are already storing data in binary format and no other steps need to be taken.

**Additional Security Protections.**

- A CHO may commit itself to additional security protections consistent with HMIS requirements by requiring that all PPI be stored in an encrypted format using at least the current industry standard. The current standard is a 128-bit key.
4.3.3. **Hard Copy Security**

This section provides standards for securing hard copy data.

**Applicability.**

**Baseline Requirement.**

- A CHO must secure any paper or other hard copy containing personal protected information that is either generated by or for HMIS, including, but not limited to reports, data entry forms and signed consent forms.

**Additional Security Protections.**

- A CHO may commit itself to additional security protections consistent with HMIS requirements by applying hard copy security provisions to paper and hard copy information that is not collected specifically for the HMIS.

**Security.**

**Baseline Requirement.**

- A CHO must supervise at all times any paper or other hard copy generated by or for HMIS that contains PPI when the hard copy is in a public area.

- When CHO staff are not present, the information must be secured in areas that are not publicly accessible.

- Written information specifically pertaining to user access (e.g., username and password) must not be stored or displayed in any publicly accessible location.
5. Technical Standards

This section presents the technical standards that will be required for HMIS applications and for the organizations responsible for storing HMIS data. Except as otherwise provided, these standards do not specify or recommend any particular operating system, development environment, networking environment, database, hardware or other aspect of the HMIS application. This part of the Notice is primarily directed to HMIS developers and CoC system administrators.

5.1. Required HMIS Capabilities.

5.1.1. Automatic Generation of Identification Numbers and Information

Based on the data collected through the client assessment process, program staff interviews, self-administered forms or review of case management records, the HMIS application must be capable of automatically generating data for each record. This capability includes the automatic generation of:

1. Unique Personal Identification Numbers (PINs) for persons who have not been previously served within the CoC, and reassignment of PINs for persons who have been served previously within a program and/or the CoC;
2. Program Identification Information that is uniquely associated with each program within a CoC and is assigned to every service episode for each client; and,
3. Household Identification Numbers for persons who have been identified as members of a household that participated in the same service episode.

Personal Identification Numbers (PINs). A PIN is a number automatically generated by the HMIS application. All records associated with the same person should be assigned the same PIN. There is no required format for the PIN as long as there is a single unique PIN for every client served in the CoC and it contains no personally-identifying information. The PIN is used to produce an unduplicated count of all persons at three levels:

1. Within a single program;
2. across multiple programs that share HMIS data (where programs agree to share such data); and/or
3. across the entire CoC database, whether or not data are shared across programs within a CoC.

At each level, an HMIS must be capable of searching client records to determine if clients have been previously served. The search must involve the matching of client records using personal identifier fields (e.g., Name, Social Security Number, Date of Birth, and Gender) to retrieve a record(s) with identical or similar values in each of these fields.
Program Identification Information.

Program identification information for every program offered in a CoC consists of the following four fields:

2. click on "Search the FIPS55 Data Base;" (3) click on state from "State Number Code" pull down menu (this also tells you 2-digit state code); (4) type town or city name in "FIPS 55 Feature Name" box; and (5) click on "Send Query" and 3-digit county code and 5-digit place code will be shown; (2) Facility Code (to be locally determined);
3. Continuum of Care (CoC) Code (HUD-assigned); and
4. Program Type Code:
   1 = Emergency shelter (e.g., facility or vouchers)
   2 = Transitional housing
   3 = Permanent supportive housing
   4 = Street outreach
   5 = Homeless prevention (e.g., security deposit or one month's rent)
   6 = Services-only type of program
   7 = Other

The FIPS code, facility code, CoC code and program type code should be separate fields in the HMIS application. There is no requirement to merge them into a single field. For each client intake program staff are only required to enter the program type code. Programs may choose to provide more detailed response categories for the services-only type program response. However, for reporting purposes, these detailed categories must be collapsed into a single service-only type category and its associated code.

A corresponding FIPS code, facility code and CoC code should be automatically generated by the HMIS based on which facility is doing the intake. Once program identification information has been created, the HMIS must ensure that the information is associated with every service episode recorded within the CoC.
**Household Identification Numbers.**

HMIS must generate the same Household Identification Number for every person designated by program staff as being together for an episode of service. The household identification numbers assigned will be maintained in each person's permanent record and will be unique for each service episode experienced by the client.

As discussed in previous parts of this final Notice, when a group of persons apply for services together (as a household or family), information is first recorded for the household head who is applying for services and then information is recorded for any children under 18 years of age who are applying for services with the household head. The children do not need to be present at the time the household head applies for services. The same household identification number is assigned to the adult head of household and any children who have been identified as applying for services with the head. If there are other adult members of the household (over 18 years of age) who are reported to be part of this household, a separate intake is conducted. As part of this intake, this individual is assigned the same household identification number as the other household members.
5.1.2. **Missing Value Categories**

A limited number of data elements require "don't know," "not applicable" and "refused" response categories for close-ended questions. These missing value categories and their associated codes should appear on the same list as the valid responses. For open-ended questions (e.g., name), the HMIS application should include the "don't know," "not applicable" and "refused" response categories for each field in the data element (e.g., first name, last name, middle initial and suffix).

5.1.3. **Other Response Categories**

Certain data elements may contain a response category labeled "other." When a data element contains such an option, there should also be within the same database table a separate alphanumeric field where the "other" value may be entered by program staff. For instance, a coded field that accepts the values "0=Red," "1=Yellow," or "9=Other" should have an accompanying field that accepts open-ended answers such as tangerine, blue or magenta.

5.1.4. **Response Category Codes**

Where character or numeric codes are shown next to each response category, only the character or numeric response code needs to be stored in the database. For example, "l=Yes" will be the response code on the computer screen or hard copy, but the electronic database can store "l=Yes" responses as "1" in the database. For open-ended or text answers (such as name), the full text answer or an encrypted version of it should be stored in the database.

5.1.5. **Exit Dates**

The HMIS should identify programs that have fixed lengths of enrollment. When a client enters such a program, the HMIS should automatically generate the exit date based on the entry date and the program's fixed length of enrollment. For example, an overnight emergency shelter has a fixed length of stay of one day. This information would be stored with the other program information like FIPS code and program code. When a client enrolls in an overnight emergency shelter, the HMIS will automatically set the client's exit date for the next day.

5.1.6. **Maintaining Historical Data**

An HMIS should have the ability to record client data from a limitless number of service transactions for longitudinal data analysis and assessment of client outcomes (often referred to as a "transactional" or "relational" database structure). A transactional or relational database organizes data within a set of tables from which data can be accessed or reassembled in many different ways without having to erase historical data or reorganize the database tables. For example, an HMIS may include a table that describes a client's demographic profile with columns for name, SSN, date of birth, gender, and so on. In most cases, the information in the profile table will not change. Another table may describe the client's income status: source of income, amount of income from each source, receipt of non-cash benefits, and so forth. The information in the income status table may change over time, but all historical data should be preserved. Additional tables may include data from each service encounter by program type (e.g., mental health and/or substance abuse).
5.1.7. Data Export

Although a standard environment is not specified, any HMIS application must be capable of exporting any and all data collected into a comma-separated values text file using the following format:

- All fields in a given record are separated by a comma;
- All records within a given text file contain the same fields;
- Blank fields are signified by the comma ending the previous field (or the beginning of the line if the field is the first in the record) followed by a comma indicating the end of the empty field;
- Fields containing text information (as opposed to numeric) will be surrounded by double quotes whenever the field includes blank spaces, commas, or other symbols not part of the standard alphabet;
- The first line of the file shall be a list of the field names included in every record in the file; and
- The list of field names shall be in the same format described above.

5.2. Continuum of Care Requirements

5.2.1. Storage Requirements

- The CoC must have or designate a central coordinating body that will be responsible for centralized collection and storage of HMIS data.
- HMIS data must be collected to a central location at least once a year from all HMIS users within the CoC.
- HMIS data must be stored at the central location for a minimum of seven years after the date of collection by the central coordinating body or designee of the CoC. The seven-year requirement is the current government standard for health and medical information.

Environmental Impact

This notice does not direct, provide for assistance or loan and mortgage insurance for, or otherwise govern or regulate, real property acquisition, disposition, leasing, rehabilitation, alteration, demolition, or new construction, or establish, revise or provide for standards for construction or construction materials, manufactured housing, or occupancy. Accordingly, under 24 CFR 50.19(c)(l), this notice is categorically excluded from environmental review under the National Environmental Policy Act of 1969 (42 U.S.C. 4321).

Nelson R. Bregon,
General Deputy Assistant Secretary/or Community Planning and Development.
[FR Doc. 04-17097 Filed 7-29-04; 8:45 am] BILLING CODE 4210-29-P
Information about Homelessness, Outcomes and Service Engagement
...the Alameda Countywide Homeless Management Information System

InHOUSE USER AGREEMENT

POLICY, RESPONSIBILITIES, & CODE OF ETHICS

USER POLICY

The Alameda Countywide Homeless Management Information System named InHOUSE (Information about Homelessness, Outcomes and Service Engagement), is a collaborative project that will enable homeless service providers to collect uniform client information over time. Participating Agencies in the InHOUSE system shall share information for provision of services to homeless persons through a networked infrastructure that establishes electronic communication among the Participating Agencies. This system is essential to efforts that streamline client services, continually improve the quality of homeless and housing services, and inform public policy. Through InHOUSE, homeless clients benefit from reduced intake processes, improved coordination in and between agencies, informed advocacy efforts, and policies that result in targeted services. Analysis of information gathered through InHOUSE is critical to accurately estimate the size, characteristics, and needs of the homeless population to inform service and systems planning, funding and advocacy.

The Client and his/her needs are a primary consideration in the design and management of the Alameda Countywide InHOUSE system. This includes the need to vigilantly maintain client confidentiality and treat personal data with significant respect and care. As the guardians entrusted with this personal data, InHOUSE users have a moral and legal obligation to ensure that the data they collect is being collected, accessed and used appropriately. It is also the responsibility of each user to ensure that client data uses and benefits are made explicitly clear to service users, and only used to those ends for which it was collected. Proper user training, adherence to the InHOUSE Policies and Procedures, and strict protection of client confidentiality are vital to the overall InHOUSE system. The InHOUSE system is a tool to assist agencies in focusing services and locating alternative resources to help homeless persons. Therefore, agency staff should use the Client information in InHOUSE to target services to the Client’s needs.

The Client Release of Information Authorization form must be signed by Client before any information that identifies the Client (name, social security number, etc.) is searched for or entered into InHOUSE in a shared portion of the database. For each new Client, User shall insure that prior to obtaining Client's signature, the What is InHOUSE? and Client Release of Information Authorization forms were fully reviewed with Client such that the Client fully understood the information.

Partner Agencies shall have rights to data in InHOUSE pertaining to their clients that was created or entered by them. Partner Agencies shall be bound by all restrictions imposed by clients, privacy and security policies, and applicable laws pertaining to the use of personal data.

Minimum data entry for each Client will include:

- Completing the section(s) containing the HUD data elements

Data necessary for the development of aggregate reports of homeless services, including Annual Progress Reports, service needs, services provided, referrals and Client goals and outcomes will require data entry for all of the InHOUSE data sets and relevant forms including but not limited to the Standardized Intake, Program Entry/Exit, and Custom Assessment forms.
USER RESPONSIBILITY

User must be prepared to answer Client questions regarding the InHOUSE system.

User must faithfully respect Client preferences with regard to the entry of Client information within InHOUSE.

User must accurately record Client's preferences by making the proper designations for sharing of Client information and/or any restrictions on the sharing of Client information.

User must allow Client to change his or her information sharing preferences at the Client's request.

User must not decline services to a Client or potential Client if that person refuses to share the Intake information with other agencies via InHOUSE.

The User has primary responsibility for information entered by the User. Information entered by User must be truthful, accurate and complete to the best of User's knowledge.

User will not solicit from or enter information about Clients into InHOUSE unless the information is required for a legitimate business purpose such as to provide services to the Client.

Users will not alter or delete information entered by another Agency.

User will not use the InHOUSE database for any violation of any law, to defraud any entity or conduct any illegal activity.

Upon Client written request, User must allow a Client to inspect and obtain a copy of the Client's own information maintained within InHOUSE. Information requested by the Client to be compiled in reasonable anticipation of or for use in a civil, criminal or administrative action or proceeding need not be provided to Client.

User must permit Clients to file a written complaint regarding the use or treatment of their information within InHOUSE. Client may file a written complaint within the Agency/Jurisdiction Grievance Procedure. Client may not be retaliated against for filing a complaint.

The protection of confidentiality is critically important in the InHOUSE system. Your User ID and Password give you access to the InHOUSE system and must not be disclosed or shared.

Initial each item below to indicate your understanding and acceptance of the confidentiality protection measures and the proper use of your User ID and password. Failure to uphold the confidentiality standards set forth below is grounds for downgrading your access, immediate termination from the InHOUSE system, and/or potential termination from employment.

_______ I understand that an InHOUSE Privacy and Security Certification training must be successfully completed before I administer Intake and Release of Authorization Forms.

_______ I must successfully complete a ServicePoint User Training before I receive my username and password to the InHOUSE system.

_______ I have read and will abide by all the InHOUSE Policies and Procedures.

_______ I understand that my User ID and Password are for my use only and must not be shared with anyone, including other staff members.
I must take all reasonable measures to keep my Password physically secure.

I understand that my User ID and Password will terminate should I move employment and will not be passed on to the new staff member or transferred to my new employer.

I understand that the Client Release of Information Authorization form must be signed by the Client before any identifiable Client information is searched for, entered into InHOUSE, or designated in InHOUSE for sharing with any Partner Agencies.

I will not knowingly enter malicious or erroneous information into the InHOUSE system.

I understand that I may only view, obtain, disclose, or use the database information that is necessary to perform my job.

I understand that the only individuals who can view information in the InHOUSE system are authorized users and the Clients to whom the information pertains.

A computer that has the InHOUSE “open and running” shall never be left unattended.

If I am logged into InHOUSE and must leave the work area where the computer is located, I must log-off of the software application before leaving the work area.

A computer that has the InHOUSE system “open and running” must have a password protected screen saver installed.

A computer that has the InHOUSE system “open and running” shall never be physically arranged so that unauthorized individuals may see the information on the screen.

Failure to log off the InHOUSE system appropriately and leaving the system exposed may result in a breach in client confidentiality and system security, and may terminate my participation in the InHOUSE system.

I understand that if I notice or suspect a security breach within the InHOUSE system, I must immediately notify my Agency Policy and Procedure Administrator (as defined in the Policies and Procedures Manual).

I understand that all InHOUSE information (hard copies and soft copies) must be kept secure and confidential at all times. When no longer needed, they must be destroyed according to written Policies and Procedures to maintain confidentiality.

I understand that these rules apply to all users of the InHOUSE system, whatever their work role or position.

**USER CODE OF ETHICS**

A. InHOUSE Users must treat Partner Agencies/Jurisdictions with respect, fairness and good faith.

B. Each User should maintain high standards of professional conduct in the capacity as an InHOUSE User.

C. The InHOUSE User has primary responsibility for his/her Client(s).
I understand and agree to comply with all the confidentiality and user ethics statements listed above. I agree to maintain strict confidentiality of information obtained for and through the InHOUSE system. This information will be used only for the legitimate client service and administration of the above named agency. Any breach of confidentiality will result in downgrading of my access, immediate termination of my participation in the InHOUSE system, and may furthermore jeopardize my employment.

__________________________________________  ______________
InHOUSE User Signature                      Date

__________________________________________  ______________
Agency or System Administrator              Date
Appendix I

Glossary

Aggregate Data
Data collected across the system which does NOT contain PPI.

APRs
Annual Progress Reports

CHO
Covered Homeless Organization. Any organization (including its employees, volunteers, affiliates, contractors, and associates) that records, uses or processes PPI on homeless clients for an HMIS.

CoC
Continuum of Care.

HIPAA Covered Entity
An agency/jurisdiction that is required to comply with all HIPAA (Health Insurance Portability and Accountability Act of 1996) standards as defined by federal regulations.

HMIS
Homeless Management Information Systems. A computerized data collection application that facilitates the collection of information on homeless individuals and families using residential or other homeless assistance services and stores that data in an electronic format.

InHOUSE
The name InHOUSE is an acronym for Information about Homelessness, Outcomes, and Service Engagement.
MOU
Memorandum of Understanding. A signed agreement between agencies/jurisdictions and the Alameda County-wide Continuum of Care Council specifying the terms of participating in the InHOUSE system.

PPI
Protected Personal Identifiers. Any information maintained by or for a Covered Homeless Organization about a living homeless client or homeless individual that: (1) identifies, either directly or indirectly, a specific individual; (2) can be manipulated by a reasonably foreseeable method to identify a specific individual; or (3) can be linked with other available information to identify a specific individual. Data fields determined by HUD to be PPI include: first name, middle name, last name, suffix of name, other first name (alias), other middle name, other last name, other name suffix, social security number, date of birth, zip code of last permanent address, program entry date, program exit date, the client PIN number in the software application, the city code of the service provider, the facility code of the service provider, the CoC code, and the program type code.

Privacy Agreement
An agreement signed by anyone collecting data for entry into INHOUSE or working with data generated by the InHOUSE system that contains PPI, pledging to uphold all confidentiality and privacy standards set forth in the Agreement.

Privacy Notice
A document published by each agency/jurisdiction that describes its policies and practices for the processing of Protected Personal Identifiers (PPI).

ROI
Release of Information.

User Agreement
An agreement signed by all licensed users of the InHOUSE system specifying the terms of being a licensed user.
Administrative Plan

Updated March 24, 2014
Chapter 4 – Applications, Site-based Waiting Lists and Tenant Selection (Excerpt from ACOP - 2016 – page 4-13)

Local Preferences [24 CFR 960.206]

OHA is permitted to establish local preferences and to give priority to serving families that meet those criteria. HUD specifically authorizes and places restrictions on certain types of local preferences. HUD also permits OHA to establish other local preferences, at its discretion. Any local preferences established must be consistent with OHA plan and the consolidated plan, and must be based on local housing needs and priorities that can be documented by generally accepted data sources [24 CFR 960.206(a)].

OHA will use the following preferences to select families from the waiting list:

- A Veterans Preference (as required by state law);
- A Residency Preference (for persons living or working in Oakland)
- A Family Preference for applicant families with two or more persons, a single person applicant that is 62 years of age or older, or a single person applicant with a disability.

- A family preference for applicant families that are homeless at admission based on the McKinney Vento Act definition

Applicants to the public housing conventional program, within the above preferences, will be selected from the waiting list in the order of their assigned lottery number and according to OHA preference(s) for which they qualify. Among applicants with the same preference, families will be selected according to a random selection process.

Chapter 4 – Applications, Site-based Waiting Lists and Tenant Selection (Excerpt from Administrative Plan - 2016 – page 4-12 – 4-13)

Local Preferences [24 CFR 982.207; HCV p. 4-16]

The PHA is permitted to establish local preferences and to give priority to serving families that meet those criteria. HUD specifically authorizes and places restrictions on certain types of local preferences. HUD also permits the PHA to establish other local preferences, at its discretion. Any local preferences established must be consistent with the PHA’s plan, the consolidated plan, and must be based on local housing needs and priorities that can be documented by generally accepted data sources.

OHA Policy

OHA will use the following preferences to select families from the MTW Section 8 tenant-based voucher program waiting list:
• **A Residency preference** (Applicants who live or work in the City of Oakland at the time of the application interview and/or applicants that lived or worked in the City of Oakland at the time of submitting their initial application and can verify their previous residency/employment at the applicant interview, qualify for this preference).

• **A Family preference** (Applicant families with two or more persons, or a single person applicant that is 62 years of age or older, or a single person applicant with a disability, qualify for this preference).

• **A Veteran** and active members of the military preference.

• **A DVP/DHAP** assistance preference (Applicant families currently receiving Disaster Voucher Program (DVP) or Disaster Housing Assistance Program (DHAP) assistance from OHA and where DVP/DHAP program funding has expired, qualify for this preference (New admission for DVP/DHAP conversions is to limited 50 new admission families per calendar year).

• **A Family Unification Program (FUP)** conversion preference. OHA may expand the Family Unification Program (FUP) by converting certain families who were assisted by a targeted FUP voucher, to the Housing Choice Voucher (HCV) program. The families selected for this conversion must have successfully reunified, maintained housing independent of services and demonstrated stability in their assisted tenancy for a consecutive 3-year period. Emancipated foster youths admitted to the FUP program will also be evaluated at the end of their 18-month term and upon demonstrated stability in their FUP tenancy, may also be offered the opportunity for continued assistance under the Housing Choice Voucher program. The conversion of FUP assisted families to the Housing Choice Voucher program is limited to 15 or an amount to be determined at the discretion of the Executive Director or his designee families per calendar year.

Pending HUD approval of OHA participation in the FUP/FSS Demonstration program, FUP program participants who agree to sign an FSS Contract of Participation (Form HUD-52650) will maintain their housing assistance for a period not exceeding the length of the FSS Contract of Participation, including extensions.

If OHA participates in the Family Unification Program and Family Self-Sufficiency Demonstration per PIH Notice 2016-01, all provisions of the notice will be implemented and be in effect until amended, superseded or rescinded.

• **A Shelter-Plus Care conversion preference.** OHA may expand its Shelter-Plus Care program by converting certain families who are assisted by the Shelter-Plus Care program, operated in partnership with the County of Alameda. An OHA administered Shelter-Plus Care family who has maintained housing independent of services and who has demonstrated stability in their assisted tenancy for a consecutive 3-year period may be converted to the Housing Choice Voucher (HCV) program. The conversion of Shelter-Plus Care assisted families to the Housing Choice Voucher program is limited to 20 families per calendar year.
• **A Local Housing Assistance Program (LHAP) conversion preference.** A family assisted by the OHA administered Local Housing Assistance Program (LHAP is authorized under MTW and adopted by the OHA Board of Commissioners, December 7, 2009), may be converted to the Housing Choice Voucher (HCV) program subject to funding availability and applicant eligibility for admission the HCV program.

• **A Section 8 Homeownership Program preference.** Applicant families who meets all Family Eligibility criteria for participation in the Section 8 Homeownership program (Section 15-VII.B.), and who are a participant in good standing in any OHA administered program, qualify for this preference. (New admission to the Section 8 Homeownership program for families who are participants from other OHA programs (see Section 15-VII.C.) is limited 15 new admission families per calendar year). The families will be selected based on the order (date and time) in which their completed application is received by OHA under all available positions are filled.

• **A Homeless preference.** Applicant families who meet the McKinney-Vento Act definition of homelessness qualify for this preference.
Housing Authority of the County of Alameda (HACA)
Housing Choice Voucher Program

Current as of: July 26, 2017
- order of ascending lottery "tiebreaker" number (that is, applicants with a lower lottery "tiebreaker" number are selected before applicants with a higher one) (applies to categories 3 through 10 and 19 through 26 above); or
- the date and time their complete application is received by HACA (applies to categories 1, 2 and 11 through 18 above).

**Section 8 Project-Based Voucher Program (PBV)**

HACA selectively applies the following preferences and priorities as set forth in the individual selection categories listed below:

- **In-Place Family:** A PBV In-Place Family living in a PBV contract unit as set forth in Section 17-VI.B. This preference applies irrespective of whether the family is in need of services offered at a particular PBV project as set forth immediately below in “Supportive Services”.

- **Supportive Services:** A disabled family that is in need of services offered at a particular PBV project if the units are limited to families (including individuals):
  - With disabilities that significantly interfere with their ability to obtain and maintain themselves in housing;
  - Who, without appropriate supportive services, will not be able to obtain or maintain themselves in housing; and
  - For whom such services cannot be provided in a non-segregated setting as set forth in Section 17-VI.D.

- **Displaced-Arroyo Vista:** Previous Arroyo Vista Public Housing tenants that were displaced by the demolition/disposition of the Arroyo Vista Public Housing project and are eligible for the program.

- **Displaced-Emeryville:** Qualified households who have been displaced as a result of the City of Emeryville’s or City of Emeryville Redevelopment Agency’s public projects or the City’s code enforcement activities.

- **Displaced-HACA:** Displaced family—HACA-owned or HACA-managed housing as set forth in the Glossary.

- **Displaced-Other:** Displaced family as set forth in the Glossary.

- **Homeless:** Individual applicants or applicant families that verifiably lack housing, including one whose primary residence during the night is a supervised public or private facility that provides temporary living accommodations; an individual who is a resident in transitional housing; or an individual who has as a primary residence a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

- **Resident:** Families that, at the time of selection from the waiting list, reside anywhere in HACA’s jurisdiction, or include a member who works, or has been
Chapter 18

MODERATE REHABILITATION PROGRAM FOR
SINGLE ROOM OCCUPANCY (SRO) DWELLINGS FOR
HOMELESS INDIVIDUALS

18-1 Introduction

The Section 8 Moderate Rehabilitation Single Room Occupancy (SRO) Program (Moderate Rehabilitation Program) is funded under the McKinney Act. The BHA Moderate Rehabilitation Program is a joint effort between BHA and local, not-for-profit agencies that own property that is in need of rehabilitation in order to restore the dwelling to meet local building codes.

The purpose of the Moderate Rehabilitation Program is to provide Section 8 rental assistance for homeless individuals in rehabilitated single room occupancy housing. The Moderate Rehabilitation Program rental subsidy is not transferable, and the participant will only receive the rental assistance if residing in the Mod Rehab unit.

The BHA, on behalf of HUD, enters into a Moderate Rehabilitation Program Housing Assistance Payment (HAP) Contract with a housing provider for a specific building.

The contract for any unit rehabilitated in accordance with the program guarantees the rental subsidy for a minimum of 10 years initially, and is renewed annually thereafter.

- The minimum tenant portion of rent for the program is $50 (see Section Total Tenant Payment for the minimum rent hardship provisions)
- At present the BHA is providing rental subsidies for two projects:
  - University Avenue Homes (1040 University Avenue); and
  - Erma P. Harris (1330 University Avenue)

18-2 Applicant Qualifications

Consistent with the current homeless definition used for the McKinney Supportive Housing Programs, eligible applicants must be homeless individuals defined as:

- An individual who has a primary nighttime residence that is
  - A supervised publicly or privately operated shelter designed to provide temporary living accommodations (including welfare hotels, and motels paid for with emergency shelter vouchers);
  - Transitional housing, and prior to that was homeless and living on the streets or in an emergency shelter, and upon leaving transitional housing has no resources to obtain permanent housing
  - An institution that provides a temporary residence for individuals intended to be institutionalized, provided that the applicant has spent less than 90 days there and prior to that had been staying in one of the three categories listed above; or
  - A public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings; and
ADMINISTRATIVE PLAN
FOR THE
SECTION 8 HOUSING CHOICE VOUCHER PROGRAM
OF
THE HOUSING AUTHORITY OF THE CITY OF ALAMEDA

Approved by the Housing Commission: May 18, 2005
Submitted to HUD: May 23, 2005
Last Revised: August 21, 2013
A waiting list must contain the following information for each applicant listed as a minimum:

- Applicant name;
- Date and time of application;
- Qualification for any local preference;
- Racial or ethnic designation of the head of household.

In addition to the HCV tenant-based wait list, the AHA maintains project-based waiting lists grouped by common unit types and similar bedroom size. All PBV wait lists will be referred to as “grouped” even if the list only covers one site. The AHA maintains the following waiting lists:

- HCV Program (Section 8 tenant-based programs)
- PBV Program - Elderly Properties (Anne B. Diament Plaza and Lincoln/Willow)
- PBV Program - Supportive Services for Disabled (Jack Capon Villa)
- PBV Program - Supportive Services (Park Alameda Apartments)
- PBV Program - Supportive Services for Homeless (Alameda Point Collaborative Property)
- PBV Program - Single/Family units sized 0 to 2 bedrooms (Shinsei Gardens, Breakers at Bayport, China Clipper, Esperanza, Parrot Village, and Stanford House)
- PBV Program - Family units sized 3 and above (Shinsei Gardens, Breakers at Bayport, China Clipper, Esperanza, Parrot Village, and Stanford House)

If a family applies for assistance under the HCV program, the family will be offered the opportunity to be placed on the waiting list for any project-based voucher or moderate rehabilitation program the AHA operates if:

1) The other program’s waiting lists are open, and
2) The family is qualified for the other programs.

A family’s decision to apply for, receive, or refuse other housing assistance must not affect the family’s placement on the HCV waiting list, or any preferences for which the family may qualify.

The AHA will not merge the HCV waiting list with the waiting list for any other program the AHA operates. The AHA will offer applicants on the HCV waiting list the opportunity to be added to newly created site- or program-specific waiting lists. HCV applicants will be notified of the opportunity. E-mail notification can fulfill this requirement.

**4-I.C. OPENING AND CLOSING THE WAITING LIST [24 CFR 982.206]**

**Closing the Waiting List**

The AHA will close a waiting list if it has an adequate pool of families for the applicable program. Generally, this will be when the wait for applicants reaches 12 months for the most current applicants. Alternatively, the AHA will continue to accept applications only from certain categories of families that meet particular preferences or funding criteria.
The tenant-based waiting list is always open to an otherwise eligible applicant that:

- is eligible as set forth by a HUD award of funding to the AHA for a targeted category of Section 8 eligible families (see Section 4-III.B. Targeted Funding); or
- is an emancipated youth currently receiving housing assistance from AHA pursuant to HUD's Family Unification Program (FUP) regulations effective 2009 or later who, as determined by the Alameda County Social Services Agency, has successfully graduated from FUP and has been referred to the AHA by Alameda County Social Services;

1. Eligible FUP graduates must be in good standing with the AHA. Good standing is defined as not in violation of Program regulations, not delinquent in paying rent to owner and does not owe a PHA money.

2. Eligible FUP graduates must be in good standing with the Alameda County Social Services Agency and have met all case management obligations.

3. Qualifies for the Terminated Preference (see 4-III.C). Subject to the approval of the Executive Director, FUP eligible graduates will be certified for HCV participation 60 days prior to the end date of the 36-month FUP participation deadline. The Housing Choice Voucher will be effective on the first day following the 36-month FUP participation deadline.

FUP graduates must request HCV participation within thirty (30) days from the end of the 36-month FUP participation deadline. Failure to request HCV participation within this time period may result in denial of assistance.

The project-based voucher grouped site-based waiting lists are always open to an otherwise eligible applicant that:

- is Displaced as defined in Section 4.III.C of this chapter, or
- is a PBV In-Place Family living in a Project-Based Voucher contract unit approved by the AHA:

**Reopening the Waiting List**

If the waiting list has been closed, it cannot be reopened until the AHA publishes a notice in local newspapers of general circulation, minority media, and other suitable media outlets. The notice must comply with HUD fair housing requirements and must specify who may apply, and where and when applications will be received.

The AHA will announce the reopening of the waiting list prior to the date applications will first be accepted. If the list is only being reopened for certain categories of families, this information will be contained in the notice.

The AHA will give public notice by publishing the relevant information in suitable media outlets including, but not limited to:

- Alameda Journal,
- Local minority media,
- Local government cable access TV channel; and
AHA web site and office.

Fair Housing and Equal Opportunity

Refer to Chapter 2 of the Administrative Plan for additional information on non-discrimination, policies related to persons with disabilities, improving access to services for persons with limited English proficiency, and the definition of a person with a disability under federal civil rights laws.

4-II.D. FAMILY OUTREACH [HCV GB, pp. 4-2 to 4-4]

The AHA will conduct outreach as necessary to ensure that the AHA has a sufficient number of applicants on the waiting list to use the resources available.

Because HUD requires the AHA to serve a specified percentage of extremely low income families (see Chapter 4, Part III), the AHA may need to conduct special outreach to ensure that an adequate number of such families apply for assistance [HCV GB, p. 4-20 to 4-21].

The AHA will make a special outreach effort to those groups identified in the Consolidated Plan as most in need of affordable housing.

AHA outreach efforts must comply with fair housing requirements. This includes:

- Analyzing the housing market area and the populations currently being served to identify underserved populations
- Ensuring that outreach efforts are targeted to media outlets that reach eligible populations that are underrepresented in the program
- Avoiding outreach efforts that prefer or exclude people who are members of a protected class

AHA outreach efforts will be designed to inform qualified families about the availability of assistance under its programs. These efforts may include, as needed, any of the following activities:

- Submitting press releases to local newspapers, including minority newspapers
- Developing informational materials and flyers to distribute to other agencies
- Providing application forms to other public and private agencies that serve the low income population
- Developing partnerships with other organizations that serve similar populations, including agencies that provide services for persons with disabilities

The AHA will monitor the characteristics of the population being served and the characteristics of the population as a whole in the AHA's jurisdiction. Targeted outreach efforts will be undertaken if a comparison suggests that certain populations are being underserved.
4-II.E. REPORTING CHANGES IN FAMILY CIRCUMSTANCES

While the family is on the waiting list, the family must inform the AHA of changes in contact information, including current residence, mailing address, e-mail address and phone number as soon as possible. Failure to notify the AHA of changes in contact information may result in the AHA being unable to contact the family during a wait list update or to offer assistance. The family must also report changes in household composition or circumstances and any significant changes in income, which could affect the applicant's eligibility, the size or type of unit needed, or the applicant's priority for admission. All changes must be submitted in writing and the AHA may require this to be done on-line unless waived as a reasonable accommodation.

4-II.F. UPDATING A WAITING LIST [24 CFR 982.204]

The AHA has established policies to use when removing applicant names from a waiting list.

Purging the Waiting List

The waiting list will be updated periodically to ensure that all applicants and applicant information are current and timely.

HUD rules do not describe specific procedures to purge a waiting list. However a purge begins with a standardized mailing or e-mailing to waiting list applicants, requiring a verification of continued interest. Applicants must comply with the instructions in the notice and provide all requested information needed for continued placement on the waiting list, such as address and phone number, household composition, income, type of preference claimed and minority designation of the head of household. The update request will provide a deadline by which the requested form or information must be returned, and clearly explain what will happen if the application is not received by the deadline date. The collection of this form may be in an electronic format at the AHA's prerogative. If no response is received by the deadline, the applicant is removed from the waiting list. If a notice is returned by the post office, the applicant will be removed from the waiting list without further notice.

If a family is removed from the waiting list for failure to respond, the family may be reinstated if they submit a written request within 90 days of the date of the update request letter. If more than 90 days have passed, the Executive Director or his/her designee may reinstate the family if s/he determines the lack of response was due to AHA error, or to circumstances beyond the family's control.

The decision to withdraw an applicant family that includes a person with disabilities from the waiting list maybe subject to reasonable accommodation. If the applicant did not respond to an AHA request for information or updates because of the family member's disability, the AHA must reinstate the applicant family to their former position on the waiting list [24 CFR 982.204(c)(2)].

Remove from the Waiting List

If at any time an applicant family is on a waiting list, the AHA determines that the family is not eligible for assistance for one or more specific programs (see Chapter 3), the family will be removed from the applicable waiting list or lists. Families will be removed
from the HCV tenant-based assistance wait list in direct response to a family’s failure to comply with AHA requirements for participation in the HCV Program and because the family fails to meet the eligibility requirements of the HCV program. The AHA must provide reasonable accommodation to allow equal access of individuals with disabilities.

If a family is removed from the waiting list because the AHA has determined the family is not eligible for assistance, a notice will be sent to either the e-mail provided by the family or the family’s address of record. The notice will state the reasons the family was removed from the waiting and will inform the family how to request an informal review of the AHA’s decision (see Chapter 15) [24 CFR 982.201(f)].

PART III: SELECTION FOR ASSISTANCE

4-III.A. OVERVIEW

As vouchers or PBV units become available, families on a waiting list will be selected for assistance in accordance with the policies described in this part.

The order in which families receive assistance from the waiting list depends on the selection method chosen by the AHA and is impacted in part by any selection preferences for which the family qualifies. The source of funding also may affect the order in which families are selected from the waiting list.

The AHA will maintain a clear record of all information required to verify that the family is selected from the waiting list according to the AHA’s selection policies [24 CFR 982.204(b) and 982.207(e)].

4-III.B. SELECTION AND FUNDING SOURCES

Special Admissions [24 CFR 982.203]

HUD may award funding for specifically-named families living in specified types of units (e.g., a family that is displaced by demolition of public housing). In these cases, the AHA may admit families that are not on the waiting list, or without considering the family’s position on the waiting list. The AHA must maintain records showing that such families were admitted with special program funding.

Targeted Funding [24 CFR 982.204(e)]

HUD may award the AHA funding for a specified category of families on the waiting list. The AHA must use this funding only to assist the families within the specified category. Within this category of families, the order in which such families are assisted is determined according to the policies provided in Section 4-III.C.

The AHA administers the following types of targeted funding:

- Mainstream Program
  - Shelter Plus Care Program
  - Bessie Coleman Mod Rehab Program
- Family Unification Program
- Veterans Affairs Supportive Housing (VASH)
Regular HCV Funding

Regular HCV funding may be used to assist any eligible family on the HCV or any of the PBV waiting lists. In the case of a funding shortage, however, PBV assistance will be provided before HCV assistance. Families are selected from the waiting list according to the policies provided in Section 4-III.C.

4-III.C. SELECTION METHOD

The AHA will describe below the method for selecting applicant families from the waiting list, including the system of admission preferences that will be used [982.202(d)] in the following sections.

When a vacancy exists at a PBV site, the AHA will notify the next families on the applicable waiting list. The AHA’s letter to the applicants also will state that if the applicant is interested in residing in the vacant PBV unit, that the applicant will not lose her or his place on the AHA’s HCV waiting list.

All applicants indicating interest in the PBV unit will be prescreened by the AHA for Section 8 eligibility and referred to the owner in the order in which the screening has been completed. However, if the tenant selection criteria of the owner include screening for credit and criminal background, these procedures may be performed prior to completion of the full eligibility process. If, on the basis of property owners screening for suitability, including, the credit and criminal background screening process, the owner will not offer tenancy to the applicant, the AHA will not complete the voucher eligibility process and the applicant will be removed from the selected grouped site-based project-based waiting list and sent a notice to this effect.

Wait list referrals to the PBV owner will remain active for consideration for a PBV vacancy for a period of 120 days from the date of selection from the wait list. Referred tenants will be screened by the owner and readied for occupancy. First ready, is first referred back to the AHA for eligibility determination and leasing. Readiness is defined to mean having met all of the owner’s screening criteria and accepted for tenancy.

In the event that multiple families are made ready for a PBV unit, as a tie breaker for who is assigned the unit, the family who has the highest rank from the referral list of all “ready” families will be processed by the AHA for eligibility determination and offered the available unit.

An owner may continue to work on suitability screening for up to three families from the latest referral list in anticipation of any additional vacancies that may arise during the 120-day referral period. The AHA will also continue the eligibility process for any family made ready by the owner.

If no unit is scheduled to be vacated by an existing tenant or there are no impending vacancies prior to the expiration of the 120-day period, all unassigned referrals will be returned to the project’s PBV wait list.

If the AHA referrals do not provide the PBV owner with a suitable tenant for the unit and the wait list is exhausted, the owner may refer a Section 8 eligible individual or family to the AHA’s grouped site-based PBV waiting list if it is open. The referred family must
meet the AHA’s Section 8 eligibility criteria. See chapter 16 for other options when the
wait list is exhausted.

If any PBV wait list has been exhausted, and prior to opening the wait list for targeted
outreach, the AHA may query HCV tenants to see if any tenant-based assisted
household is interested in a PBV unit. Admission to the PBV program for HCV Tenants
will be on a first ready, first served basis. Any additional HCV tenant families interested
in PBV units will be informed that the unit(s) has been leased and no further action will
be taken on their behalf.

PBV Wait List applicants shall have priority over all HCV assisted tenants for PBV units.

PBV units approved under the Request for Proposals to build units for VASH-eligible
households can only be filled with families referred by the VA as allowed under the
VASH program. As these families are referred by the VA, the VA maintains all wait lists
for this program.

Local Preferences and Point Values [24 CFR 982.207; HCV p. 4-16]

HUD allows housing authorities to establish local preferences, and the AHA has
established local preferences, that give priority to serving families that meet those
criteria. All local preferences are consistent with the AHA plan and the consolidated
plan, and are based on local housing needs and priorities that are documented by
generally accepted data sources.

The AHA has established local preferences for the HCV Program, the PBV Program at the
Alameda Point Collaborative (APC) Property, the PBV Program at Jack Capon Villa (JCV),
and the PBV Program at all other sites. These preferences and their point values are:

<table>
<thead>
<tr>
<th>HCV Program</th>
<th>PBV Program at APC &amp; JCV</th>
<th>PBV Program at Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>FUP Graduates (25 Points)</td>
<td>In Place (37 points)</td>
<td>In Place (37 points)</td>
</tr>
<tr>
<td>Displaced (9 points)</td>
<td>Supportive Services (10 pts.)</td>
<td>Displaced (9 points)</td>
</tr>
<tr>
<td>Special Provisions (8 points)</td>
<td>Displaced (9 points)</td>
<td>Terminated (7 points)</td>
</tr>
<tr>
<td>Terminated (7 points)</td>
<td>Terminated (7 points)</td>
<td>Residency (6 points)</td>
</tr>
<tr>
<td>Residency (6 points)</td>
<td>Residency (6 points)</td>
<td>Family (3 points)</td>
</tr>
<tr>
<td>Family (3 points)</td>
<td>Family (3 points)</td>
<td>Veteran (2 points)</td>
</tr>
<tr>
<td>Veteran (2 points)</td>
<td>Veteran (2 points)</td>
<td></td>
</tr>
</tbody>
</table>

Preference points are aggregated to produce the total preference points for each
applicant. Applicants with the same total preference points will then be sorted by the
method in which they were selected to be placed on the waiting list (i.e., date and time
of application or order of random selection). Applicants that have been randomly
selected for placement on a wait list must contact the AHA to notify staff of any change
in status. If an applicant submits a change in status that results in a change in
preference, the preference must be verified prior to any change in placement on a wait
list. Changes to preference points will be applied to the next available waitlist pull.

FUP Graduates. Emancipated Youth assisted with Family Unification Program (FUP)
funding pursuant to FUP regulations dated 2009 or later who were given rental
assistance for a fixed term of thirty-six months who are now aging out of that thirty-six-month period and referred by Alameda County Social Service for assistance under the HCV Program. Admissions are limited to five per calendar month for this preference subject to availability of vouchers.

**Displaced.** Special Admissions are explained in 4-III.B and qualification for the displaced preference is not qualification for a Special Admission. Applicants eligible for the displaced preference must meet one of the following criteria in order to receive the preference points.

A person or persons whose dwelling in AHA’s jurisdiction, as determined by AHA:

- Has been destroyed, rendered uninhabitable or projected to be uninhabitable for at least 180 days from the date of displacement as a result of action or inaction by a landlord in response to a disaster declared by the Federal Government or the State of California—provided that the family was meeting all conditions of occupancy at the time of its occurrence; or

- Has been, or will be, rendered legally or functionally uninhabitable for, at least, 180 days from the date of displacement as a result of redevelopment activity or actions invoking the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (Uniform Relocation Act) or Section 104(d) of the Housing and Community Development Act (HCD).

At the time of application, an applicant must be displaced within 120 days of application to qualify for this preference. Applicants on a waitlist are eligible for this preference if they experience displacement after the time of application and prior to being housed upon verification as outlined above.

As of the date that AHA selects the applicant for housing assistance from its waiting list, contingent on AHA’s verification of the family’s application information, is not living in standard, permanent replacement housing.

Standard, permanent replacement housing is defined as housing that is decent, safe, and sanitary according to Housing Quality Standards and State and local housing code that is adequate for the family size according to Housing Quality Standard and State and local code, and that the family is occupying pursuant to a written or oral lease or occupancy agreement.

Standard, permanent replacement housing does not include transient facilities, hotels, motels, temporary shelters and, in case of Victims of Domestic Violence, housing occupied by the individual who engages in such violence. It does not include any individual imprisoned or detained pursuant to State Law or an Act of Congress. Shared housing with family or friends is not considered temporary and is considered standard, permanent replacement housing.

Applicants on any waiting list who claim a preference for being displaced pursuant to the definition above must present third-party evidence of displacement at the time when selected for certification. Failure to present documentation to validate displacement will result in the loss of preference and return to the waiting list.
EveryOne Home
Alameda County Continuum of Care (CoC) Council
Prioritization for Permanent Supportive Housing Opportunities

The Alameda County Continuum of Care Council, in accordance with guidance from the U.S. Housing and Urban Development (HUD) Department Office of Community Planning Notice (CPD) CPD-14-012, maintains the following priority preference groups for access to permanent support housing (PSH) opportunities within Alameda County. All households eligible for a given PSH opportunity can apply for PSH or a waiting list for PSH when applications are being received. All CoC-funded PSH opportunities will maintain marketing and tenant selection policies and procedures that have explicit preferences and prioritization for households that meet the criteria established below. The CoC will work toward establishing and maintaining up-to-date copies of the policies and procedures for access to each CoC-funded PSH opportunity. In addition, the CoC will promote the utilization of this prioritization among non-CoC funded PSH and document the use of this approach among other PSH in the County.

The funding sources and target groups among PSH opportunities within Alameda County vary significantly. The priority group described below must also meet the specific requirements of a given PSH opportunity to be considered. For example, a housing unit set aside for persons with HIV/AIDS could not be offered to someone without verification of their HIV/AIDS status. Preference for this unit would be given to someone with verified HIV/AIDS that also met the priority group criteria below.

If more than one household is being considered for a PSH housing opportunity AND both households meet the CoC priority group standards for Alameda County, THEN the household that first applied for the opportunity will be selected first. In other words, the date of application will be used to differentiate among households that meet the preference criteria. If other preference criteria are also used for a given housing opportunity, e.g., city preference, these preferences may be used prior to using the date of application to determine the household next offered the opportunity. The preferences and details of selection for a given PSH program will be identified in their marketing and tenant selection policies and procedures.

Alameda County PSH shall give preference to households that meet the following general criteria:

1) The household meets the HUD CoC definition for “chronic homelessness” AND

2) The household is in at least one of the high service need groups defined below.
EveryOne Home
Alameda County Continuum of Care (CoC) Council
Prioritization for Permanent Supportive Housing Opportunities

HUD Chronic Homelessness Definition

(1) A homeless individual or head of household with a disability that meets the HUD definition of a disability who

(a) lives in a place not meant for human habitation, a safe haven, or in an emergency shelter;

AND

(b) has been homeless and living in one of these places continuously for at least 12 months OR on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living in one of the aforementioned places.

Stays in institutional care facilities for fewer than 90 days will not constitute a break in homelessness, but rather such stays are included in the 12-month total, as long as the individual was living or residing in a place not meant for human habitation, a safe haven, or an emergency shelter immediately before entering the institutional care facility. Institutional care facilities include jails, substance abuse or mental health treatment facilities, hospitals, or other similar facilities.

A family with an adult head of household (or if there is not adult in the family, a minor head of household) who meets all of the above criteria, including a family whose composition has fluctuated while the head of household has been homeless are also considered chronically homeless.
High Service Need Group

To be considered part of the PSH high priority group individuals must be in at least one of the groups below. No extra preferences are given for individuals in more than one group.

#1: In a 12 month period (verified one or more of the following via referrals from designated agencies or administrative data)…. 
   a) Cherry Hill Detox or Sobering Station admissions (3 or more)  
   b) Hospitalization (medical or psychiatric) admissions (3 or more)  
   c) Incarcerations (3 or more)  
   d) EMS transports (5 or more)  
   e) Law enforcement contacts (5 or more)

#2: High Health Risk (one or more of the following verified by a clinician and/or clinical records)
   a) 60 years of age or older AND one or more chronic health conditions (heart disease, emphysema/COPD, diabetes, asthma, cancer, hepatitis C)  
   b) Kidney Disease/End Stage Renal Disease or Dialysis  
   c) History of Frostbite, Hypothermia, or Immersion Foot  
   d) Liver Disease/Cirrhosis, or End-Stage Liver Disease  
   e) HIV+/AIDS  
   f) Arrhythmia  
   g) Seizure Disorder  
   h) Schizophrenia or Schizoaffective Disorder  
   i) Tri-Morbidity  
      a) Mental health, learning, developmental, or other cognitive disability AND  
      b) Substance use disorder AND  
      c) Chronic health condition (heart disease, emphysema/COPD, diabetes, asthma, cancer, hepatitis C)

#3: VI-SPDAT assessment completed and score = 8 or more (self-report)

Elaine de Coligny, Executive Director  
Everyone Home
2017 HDX Competition Report
PIT Count Data for CA-502 - Oakland/Alameda County CoC

### Total Population PIT Count Data

<table>
<thead>
<tr>
<th></th>
<th>2016 PIT</th>
<th>2017 PIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sheltered and Unsheltered Count</td>
<td>4040</td>
<td>5629</td>
</tr>
<tr>
<td>Emergency Shelter Total</td>
<td>892</td>
<td>1,022</td>
</tr>
<tr>
<td>Safe Haven Total</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Transitional Housing Total</td>
<td>856</td>
<td>744</td>
</tr>
<tr>
<td>Total Sheltered Count</td>
<td>1748</td>
<td>1766</td>
</tr>
<tr>
<td>Total Unsheltered Count</td>
<td>2397</td>
<td>3863</td>
</tr>
</tbody>
</table>

### Chronically Homeless PIT Counts

<table>
<thead>
<tr>
<th></th>
<th>2016 PIT</th>
<th>2017 PIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sheltered and Unsheltered Count of Chronically Homeless Persons</td>
<td>753</td>
<td>1707</td>
</tr>
<tr>
<td>Sheltered Count of Chronically Homeless Persons</td>
<td>214</td>
<td>298</td>
</tr>
<tr>
<td>Unsheltered Count of Chronically Homeless Persons</td>
<td>539</td>
<td>1,409</td>
</tr>
</tbody>
</table>

### Homeless Households with Children PIT Counts

<table>
<thead>
<tr>
<th></th>
<th>2016 PIT</th>
<th>2017 PIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sheltered and Unsheltered Count of the Number of Homeless Households with Children</td>
<td>316</td>
<td>270</td>
</tr>
<tr>
<td>Sheltered Count of Homeless Households with Children</td>
<td>269</td>
<td>261</td>
</tr>
<tr>
<td>Unsheltered Count of Homeless Households with Children</td>
<td>47</td>
<td>9</td>
</tr>
</tbody>
</table>

### Homeless Veteran PIT Counts

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sheltered and Unsheltered Count of the Number of Homeless Veterans</td>
<td>488</td>
<td>401</td>
<td>531</td>
</tr>
<tr>
<td>Sheltered Count of Homeless Veterans</td>
<td>143</td>
<td>170</td>
<td>153</td>
</tr>
<tr>
<td>Unsheltered Count of Homeless Veterans</td>
<td>345</td>
<td>231</td>
<td>378</td>
</tr>
</tbody>
</table>
## HMIS Bed Coverage Rate

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Total Beds in 2017 HIC</th>
<th>Total Beds in 2017 HIC Dedicated for DV</th>
<th>Total Beds in HMIS</th>
<th>HMIS Bed Coverage Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter (ES) Beds</td>
<td>872</td>
<td>180</td>
<td>501</td>
<td>72.40%</td>
</tr>
<tr>
<td>Safe Haven (SH) Beds</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>NA</td>
</tr>
<tr>
<td>Transitional Housing (TH) Beds</td>
<td>764</td>
<td>12</td>
<td>702</td>
<td>93.35%</td>
</tr>
<tr>
<td>Rapid Re-Housing (RRH) Beds</td>
<td>443</td>
<td>0</td>
<td>345</td>
<td>77.88%</td>
</tr>
<tr>
<td>Permanent Supportive Housing (PSH) Beds</td>
<td>2871</td>
<td>32</td>
<td>2220</td>
<td>78.20%</td>
</tr>
<tr>
<td>Other Permanent Housing (OPH) Beds</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>NA</td>
</tr>
<tr>
<td><strong>Total Beds</strong></td>
<td><strong>4,950</strong></td>
<td><strong>224</strong></td>
<td><strong>3768</strong></td>
<td><strong>79.73%</strong></td>
</tr>
</tbody>
</table>

## PSH Beds Dedicated to Persons Experiencing Chronic Homelessness

<table>
<thead>
<tr>
<th>Chronically Homeless Bed Counts</th>
<th>2016 HIC</th>
<th>2017 HIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of CoC Program and non-CoC Program funded PSH beds dedicated for use by chronically homeless persons identified on the HIC</td>
<td>676</td>
<td>715</td>
</tr>
</tbody>
</table>

## Rapid Rehousing (RRH) Units Dedicated to Persons in Household with Children

<table>
<thead>
<tr>
<th>Households with Children</th>
<th>2016 HIC</th>
<th>2017 HIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>RRH units available to serve families on the HIC</td>
<td>78</td>
<td>89</td>
</tr>
</tbody>
</table>
2017 HDX Competition Report
HIC Data for  CA-502 - Oakland/Alameda County CoC

Rapid Rehousing Beds Dedicated to All Persons

<table>
<thead>
<tr>
<th>All Household Types</th>
<th>2016 HIC</th>
<th>2017 HIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>RRH beds available to serve all populations on the HIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>387</td>
<td>443</td>
</tr>
</tbody>
</table>
2017 HDX Competition Report

FY2016 - Performance Measurement Module (Sys PM)

Summary Report for CA-502 - Oakland/Alameda County CoC

Measure 1: Length of Time Persons Remain Homeless

This measures the number of clients active in the report date range across ES, SH (Metric 1.1) and then ES, SH and TH (Metric 1.2) along with their average and median length of time homeless. This includes time homeless during the report date range as well as prior to the report start date, going back no further than October, 1, 2012.

**Metric 1.1:** Change in the average and median length of time persons are homeless in ES and SH projects.  
**Metric 1.2:** Change in the average and median length of time persons are homeless in ES, SH, and TH projects.

a. This measure is of the client’s entry, exit, and bed night dates strictly as entered in the HMIS system.

<table>
<thead>
<tr>
<th></th>
<th>Universe (Persons)</th>
<th>Average LOT Homeless (bed nights)</th>
<th>Median LOT Homeless (bed nights)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Previous FY</td>
<td>Current FY</td>
<td>Previous FY</td>
</tr>
<tr>
<td>1.1 Persons in ES and SH</td>
<td>2269</td>
<td>2266</td>
<td>85</td>
</tr>
<tr>
<td>1.2 Persons in ES, SH, and TH</td>
<td>3370</td>
<td>3249</td>
<td>170</td>
</tr>
</tbody>
</table>

b. Due to changes in DS Element 3.17, metrics for measure (b) will not be reported in 2016.

This measure includes data from each client’s “Length of Time on Street, in an Emergency Shelter, or Safe Haven” (Data Standards element 3.17) response and prepends this answer to the client’s entry date effectively extending the client’s entry date backward in time. This “adjusted entry date” is then used in the calculations just as if it were the client’s actual entry date.

**NOTE:** Due to the data collection period for this year’s submission, the calculations for this metric are based on the data element 3.17 that was active in HMIS from 10/1/2015 to 9/30/2016. This measure and the calculation in the SPM specifications will be updated to reflect data element 3.917 in time for next year’s submission.

<table>
<thead>
<tr>
<th></th>
<th>Universe (Persons)</th>
<th>Average LOT Homeless (bed nights)</th>
<th>Median LOT Homeless (bed nights)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Previous FY</td>
<td>Current FY</td>
<td>Previous FY</td>
</tr>
<tr>
<td>1.1 Persons in ES and SH</td>
<td>-</td>
<td>2195</td>
<td>-</td>
</tr>
<tr>
<td>1.2 Persons in ES, SH, and TH</td>
<td>-</td>
<td>3157</td>
<td>-</td>
</tr>
</tbody>
</table>
Measure 2: The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness

This measures clients who exited SO, ES, TH, SH or PH to a permanent housing destination in the date range two years prior to the report date range. Of those clients, the measure reports on how many of them returned to homelessness as indicated in the HMIS for up to two years after their initial exit.

<table>
<thead>
<tr>
<th>Exit was from</th>
<th>Total # of Persons who Exited to a Permanent Housing Destination (2 Years Prior)</th>
<th>Returns to Homelessness in Less than 6 Months (0 - 180 days)</th>
<th>Returns to Homelessness from 6 to 12 Months (181 - 365 days)</th>
<th>Returns to Homelessness from 13 to 24 Months (366 - 730 days)</th>
<th>Number of Returns in 2 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>SO</td>
<td>170</td>
<td>4 2%</td>
<td>14 8%</td>
<td>9 5%</td>
<td>27 16%</td>
</tr>
<tr>
<td>ES</td>
<td>673</td>
<td>108 16%</td>
<td>33 5%</td>
<td>59 9%</td>
<td>200 30%</td>
</tr>
<tr>
<td>TH</td>
<td>715</td>
<td>61 9%</td>
<td>24 3%</td>
<td>39 5%</td>
<td>124 17%</td>
</tr>
<tr>
<td>SH</td>
<td>0</td>
<td>0 0</td>
<td>0 0</td>
<td>0 0</td>
<td>0 0</td>
</tr>
<tr>
<td>PH</td>
<td>854</td>
<td>31 4%</td>
<td>12 1%</td>
<td>39 5%</td>
<td>82 10%</td>
</tr>
<tr>
<td>TOTAL Returns to Homelessness</td>
<td>2412</td>
<td>204 8%</td>
<td>83 3%</td>
<td>146 6%</td>
<td>433 18%</td>
</tr>
</tbody>
</table>
2017 HDX Competition Report

FY2016 - Performance Measurement Module (Sys PM)

Measure 3: Number of Homeless Persons

Metric 3.1 – Change in PIT Counts

This measures the change in PIT counts of sheltered and unsheltered homeless person as reported on the PIT (not from HMIS).

<table>
<thead>
<tr>
<th></th>
<th>2015 PIT Count</th>
<th>Most Recent PIT Count</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Total PIT Count of sheltered and unsheltered persons</td>
<td>4040</td>
<td>4145</td>
<td>105</td>
</tr>
<tr>
<td>Emergency Shelter Total</td>
<td>794</td>
<td>892</td>
<td>98</td>
</tr>
<tr>
<td>Safe Haven Total</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Transitional Housing Total</td>
<td>849</td>
<td>856</td>
<td>7</td>
</tr>
<tr>
<td>Total Sheltered Count</td>
<td>1643</td>
<td>1748</td>
<td>105</td>
</tr>
<tr>
<td>Unsheltered Count</td>
<td>2397</td>
<td>2397</td>
<td>0</td>
</tr>
</tbody>
</table>

Metric 3.2 – Change in Annual Counts

This measures the change in annual counts of sheltered homeless persons in HMIS.

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2015</th>
<th>Current FY</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Unduplicated Total sheltered homeless persons</td>
<td>3759</td>
<td>3547</td>
<td>-212</td>
</tr>
<tr>
<td>Emergency Shelter Total</td>
<td>2254</td>
<td>2270</td>
<td>16</td>
</tr>
<tr>
<td>Safe Haven Total</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Transitional Housing Total</td>
<td>1745</td>
<td>1570</td>
<td>-175</td>
</tr>
</tbody>
</table>

Measure 4: Employment and Income Growth for Homeless Persons in CoC Program-funded Projects

Metric 4.1 – Change in earned income for adult system stayers during the reporting period
2017 HDX Competition Report

FY2016 - Performance Measurement Module (Sys PM)

<table>
<thead>
<tr>
<th>Metric</th>
<th>Submitted FY 2015</th>
<th>Current FY</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Number of adults (system stayers)</td>
<td>1317</td>
<td>1297</td>
<td>-20</td>
</tr>
<tr>
<td>Number of adults with increased earned income</td>
<td>39</td>
<td>50</td>
<td>11</td>
</tr>
<tr>
<td>Percentage of adults who increased earned income</td>
<td>3%</td>
<td>4%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Metric 4.2 – Change in non-employment cash income for adult system stayers during the reporting period

<table>
<thead>
<tr>
<th>Metric</th>
<th>Submitted FY 2015</th>
<th>Current FY</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Number of adults (system stayers)</td>
<td>1317</td>
<td>1297</td>
<td>-20</td>
</tr>
<tr>
<td>Number of adults with increased non-employment cash income</td>
<td>218</td>
<td>214</td>
<td>-4</td>
</tr>
<tr>
<td>Percentage of adults who increased non-employment cash income</td>
<td>17%</td>
<td>16%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Metric 4.3 – Change in total income for adult system stayers during the reporting period

<table>
<thead>
<tr>
<th>Metric</th>
<th>Submitted FY 2015</th>
<th>Current FY</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Number of adults (system stayers)</td>
<td>1317</td>
<td>1297</td>
<td>-20</td>
</tr>
<tr>
<td>Number of adults with increased total income</td>
<td>236</td>
<td>242</td>
<td>6</td>
</tr>
<tr>
<td>Percentage of adults who increased total income</td>
<td>18%</td>
<td>19%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Metric 4.4 – Change in earned income for adult system leavers

<table>
<thead>
<tr>
<th>Metric</th>
<th>Submitted FY 2015</th>
<th>Current FY</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Number of adults who exited (system leavers)</td>
<td>767</td>
<td>709</td>
<td>-58</td>
</tr>
<tr>
<td>Number of adults who exited with increased earned income</td>
<td>125</td>
<td>123</td>
<td>-2</td>
</tr>
<tr>
<td>Percentage of adults who increased earned income</td>
<td>16%</td>
<td>17%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Metric 4.5 – Change in non-employment cash income for adult system leavers

<table>
<thead>
<tr>
<th>Metric</th>
<th>Submitted FY 2015</th>
<th>Current FY</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Number of adults who exited (system leavers)</td>
<td>767</td>
<td>709</td>
<td>-58</td>
</tr>
<tr>
<td>Number of adults who exited with increased non-employment cash income</td>
<td>184</td>
<td>165</td>
<td>-19</td>
</tr>
<tr>
<td>Percentage of adults who increased non-employment cash income</td>
<td>24%</td>
<td>23%</td>
<td>-1%</td>
</tr>
</tbody>
</table>
2017 HDX Competition Report

FY2016 - Performance Measurement Module (Sys PM)

Metric 4.6 – Change in total income for adult system leavers

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2015</th>
<th>Current FY</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Number of adults who exited (system leavers)</td>
<td>767</td>
<td>709</td>
<td>-58</td>
</tr>
<tr>
<td>Number of adults who exited with increased total income</td>
<td>289</td>
<td>270</td>
<td>-19</td>
</tr>
<tr>
<td>Percentage of adults who increased total income</td>
<td>38%</td>
<td>38%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Measure 5: Number of persons who become homeless for the 1st time

Metric 5.1 – Change in the number of persons entering ES, SH, and TH projects with no prior enrollments in HMIS

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2015</th>
<th>Current FY</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Person with entries into ES, SH or TH during the reporting period.</td>
<td>2757</td>
<td>2516</td>
<td>-241</td>
</tr>
<tr>
<td>Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.</td>
<td>705</td>
<td>711</td>
<td>6</td>
</tr>
<tr>
<td>Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time)</td>
<td>2052</td>
<td>1805</td>
<td>-247</td>
</tr>
</tbody>
</table>

Metric 5.2 – Change in the number of persons entering ES, SH, TH, and PH projects with no prior enrollments in HMIS

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2015</th>
<th>Current FY</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Person with entries into ES, SH, TH or PH during the reporting period.</td>
<td>4288</td>
<td>3784</td>
<td>-504</td>
</tr>
<tr>
<td>Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.</td>
<td>1134</td>
<td>1096</td>
<td>-38</td>
</tr>
<tr>
<td>Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time.)</td>
<td>3154</td>
<td>2688</td>
<td>-466</td>
</tr>
</tbody>
</table>
2017 HDX Competition Report

FY2016 - Performance Measurement Module (Sys PM)

Measure 6: Homeless Prevention and Housing Placement of Persons defined by category 3 of HUD’s Homeless Definition in CoC Program-funded Projects

This Measure is not applicable to CoCs in 2016.
2017 HDX Competition Report

FY2016 - Performance Measurement Module (Sys PM)

Measure 7: Successful Placement from Street Outreach and Successful Placement in or Retention of Permanent Housing

Metric 7a.1 – Change in exits to permanent housing destinations

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2015</th>
<th>Current FY</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Persons who exit Street Outreach</td>
<td>599</td>
<td>1636</td>
<td>1037</td>
</tr>
<tr>
<td>Of persons above, those who exited to temporary &amp; some institutional destinations</td>
<td>100</td>
<td>582</td>
<td>482</td>
</tr>
<tr>
<td>Of the persons above, those who exited to permanent housing destinations</td>
<td>138</td>
<td>114</td>
<td>-24</td>
</tr>
<tr>
<td>% Successful exits</td>
<td>40%</td>
<td>43%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Metric 7b.1 – Change in exits to permanent housing destinations

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2015</th>
<th>Current FY</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Persons in ES, SH, TH and PH-RRH who exited</td>
<td>3183</td>
<td>3038</td>
<td>-145</td>
</tr>
<tr>
<td>Of the persons above, those who exited to permanent housing destinations</td>
<td>1663</td>
<td>1418</td>
<td>-245</td>
</tr>
<tr>
<td>% Successful exits</td>
<td>52%</td>
<td>47%</td>
<td>-6%</td>
</tr>
</tbody>
</table>

Metric 7b.2 – Change in exit to or retention of permanent housing

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2015</th>
<th>Current FY</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Persons in all PH projects except PH-RRH</td>
<td>2474</td>
<td>2494</td>
<td>20</td>
</tr>
<tr>
<td>Of persons above, those who remained in applicable PH projects and those who exited to permanent housing destinations</td>
<td>2349</td>
<td>2404</td>
<td>55</td>
</tr>
<tr>
<td>% Successful exits/retention</td>
<td>95%</td>
<td>96%</td>
<td>1%</td>
</tr>
</tbody>
</table>
This is a new tab for FY 2016 submissions only. Submission must be performed manually (data cannot be uploaded). Data coverage and quality will allow HUD to better interpret your Sys PM submissions.

Your bed coverage data has been imported from the HIC module. The remainder of the data quality points should be pulled from data quality reports made available by your vendor according to the specifications provided in the HMIS Standard Reporting Terminology Glossary. You may need to run multiple reports into order to get data for each combination of year and project type.

You may enter a note about any field if you wish to provide an explanation about your data quality results. This is not required.
# 2017 HDX Competition Report
## FY2016 - SysPM Data Quality

<table>
<thead>
<tr>
<th></th>
<th>All ES, SH</th>
<th>All TH</th>
<th>All PSH, OPH</th>
<th>All RRH</th>
<th>All Street Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Number of non-DV Beds on HIC</td>
<td>653</td>
<td>665</td>
<td>656</td>
<td>678</td>
<td>1163</td>
</tr>
<tr>
<td>2. Number of HMIS Beds</td>
<td>423</td>
<td>445</td>
<td>446</td>
<td>500</td>
<td>1033</td>
</tr>
<tr>
<td>3. HMIS Participation Rate from HIC (%)</td>
<td>64.78</td>
<td>66.92</td>
<td>67.99</td>
<td>73.75</td>
<td>88.82</td>
</tr>
<tr>
<td>4. Unduplicated Persons Served (HMIS)</td>
<td>2556</td>
<td>2760</td>
<td>2375</td>
<td>2347</td>
<td>1408</td>
</tr>
<tr>
<td>5. Total Leavers (HMIS)</td>
<td>2091</td>
<td>2258</td>
<td>1890</td>
<td>1870</td>
<td>714</td>
</tr>
<tr>
<td>6. Destination of Don't Know, Refused, or Missing (HMIS)</td>
<td>316</td>
<td>358</td>
<td>105</td>
<td>112</td>
<td>68</td>
</tr>
<tr>
<td>7. Destination Error Rate (%)</td>
<td>15.11</td>
<td>15.85</td>
<td>5.56</td>
<td>5.99</td>
<td>9.52</td>
</tr>
</tbody>
</table>

8/10/2017 1:25:01 PM
### Date of PIT Count

<table>
<thead>
<tr>
<th>Date CoC Conducted 2017 PIT Count</th>
<th>Date</th>
<th>Received HUD Waiver</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1/30/2017</td>
<td></td>
</tr>
</tbody>
</table>

### Report Submission Date in HDX

<table>
<thead>
<tr>
<th>Report Date</th>
<th>Submitted On</th>
<th>Met Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 PIT Count Submittal Date</td>
<td>5/4/2017</td>
<td>Yes</td>
</tr>
<tr>
<td>2017 HIC Count Submittal Date</td>
<td>4/27/2017</td>
<td>Yes</td>
</tr>
<tr>
<td>2016 System PM Submittal Date</td>
<td>6/1/2017</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Before Starting the Project Listings for the CoC Priority Listing

The FY 2017 CoC Consolidated Application requires TWO submissions. Both this Project Priority Listing AND the CoC Application MUST be submitted prior to the CoC Program Competition deadline as required by the FY 2017 CoC Program Competition NOFA.

The FY 2017 CoC Priority Listing includes the following:
- Reallocation forms – must be fully completed if the CoC is reallocating eligible renewal projects to create new projects as described in the FY 2017 CoC Program Competition NOFA.
- New Project Listing – lists all new project applications created through reallocation and the permanent housing bonus that have been approved and ranked or rejected by the CoC.
- Renewal Project Listing – lists all eligible renewal project applications that have been approved and ranked or rejected by the CoC.
- UFA Costs Project Listing – applicable and only visible for Collaborative Applicants that were designated as a Unified Funding Agency (UFA) during the FY 2017 CoC Program Registration process. Only 1 UFA Costs project application is permitted and can only be submitted by the Collaborative Applicant.
- CoC Planning Project Listing – Only 1 CoC planning project is permitted per CoC and can only be submitted by the Collaborative Applicant.
- HUD-2991, Certification of Consistency with the Consolidated Plan – Collaborative Applicants must attach an accurately completed, signed, and dated HUD-2991.

Things to Remember:
- All new and renewal projects must be approved and ranked or rejected on the Project Listings.
- Collaborative Applicants are responsible for ensuring all project applications are accurately appearing on the Project Listings and there are no project applications missing from one or more Project Listings.
- If a project application(s) is rejected by the CoC, the Collaborative Applicant must notify the affected project applicant(s) no later than 15 days before the CoC Program Competition application deadline outside of e-snaps and include the reason for rejection.
- For each project application rejected by the CoC the Collaborative Applicant must select the reason for the rejection from the dropdown provided.
- If the Collaborative Applicant needs to amend a project application for any reason after ranking has been completed, the ranking of other projects will not be affected; however, the Collaborative Applicant MUST ensure the amended project is returned to the applicable Project Listing AND re-rank the project application BEFORE submitting the CoC Priority Listing to HUD in e-snaps.

Additional training resources are available online on the CoC Training page of the HUD Exchange at: https://www.hudexchange.info/e-snaps/guides/coc-program-competition-resources/
1A. Continuum of Care (CoC) Identification

Instructions:
The fields on this screen are read only and reference the information entered during the CoC Registration process. Updates cannot be made at this time. If the information on this screen is not correct, contact the HUD Exchange Ask A Question (AAQ) at https://www.hudexchange.info/ask-a-question/.

Collaborative Applicant Name:  Alameda County
2. Reallocation

Instructions:
For guidance on completing this form, please reference the FY 2017 CoC Priority Listing Detailed Instructions. Submit technical question to the e-snaps HUD Exchange Ask A Question (AAQ) at https://www.hudexchange.info/get-assistance/.

2-1. Is the CoC reallocating funds from one or more eligible renewal grant(s) that will expire in calendar year 2018 into one or more new projects? Yes
3. Reallocation - Grant(s) Eliminated

CoCs that are reallocating eligible renewal project funds to create a new project application – as detailed in the FY 2017 CoC Program Competition NOFA – may do so by eliminating one or more expiring eligible renewal projects. CoCs that are eliminating eligible renewal projects entirely must identify those projects on this form.

<table>
<thead>
<tr>
<th>Eliminated Project Name</th>
<th>Grant Number Eliminated</th>
<th>Component Type</th>
<th>Annual Renewal Amount</th>
<th>Type of Reallocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walker House</td>
<td>CA0123L9T021609</td>
<td>PH</td>
<td>$216,487</td>
<td>Regular</td>
</tr>
<tr>
<td>Matilda Cleveland...</td>
<td>CA103L9T021609</td>
<td>TH</td>
<td>$264,765</td>
<td>Regular</td>
</tr>
<tr>
<td>Families in Trans...</td>
<td>CA0093L9T021609</td>
<td>PH</td>
<td>$249,815</td>
<td>Regular</td>
</tr>
</tbody>
</table>
3. Reallocation - Grant(s) Eliminated Details

Instructions:
For guidance on completing this form, please reference the FY 2017 CoC Priority Listing Detailed Instructions. Submit technical question to the e-snaps HUD Exchange Ask A Question (AAQ) at https://www.hudexchange.info/get-assistance/.

* 3-1. Complete each of the fields below for each eligible renewal grant that is being eliminated during the FY 2017 reallocation process. Collaborative Applicants should refer to the final HUD-approved FY 2017 Grant Inventory Worksheet to ensure all information entered on this form is accurate.

Eliminated Project Name: Walker House
Grant Number of Eliminated Project: CA0123L9T021609
Eliminated Project Component Type: PH
Eliminated Project Annual Renewal Amount: $216,487

3-2. Describe how the CoC determined that this project should be eliminated and include the date the project applicant was notified. (limit 750 characters)
XXXX

3. Reallocation - Grant(s) Eliminated Details

Instructions:
For guidance on completing this form, please reference the FY 2017 CoC Priority Listing Detailed Instructions. Submit technical question to the e-snaps HUD Exchange Ask A Question (AAQ) at https://www.hudexchange.info/get-assistance/.

* 3-1. Complete each of the fields below for each eligible renewal grant that is being eliminated during the FY 2017 reallocation process. Collaborative Applicants should refer to the final HUD-approved FY 2017 Grant Inventory Worksheet to ensure all information entered on this form is accurate.

Eliminated Project Name: Matilda Cleveland Transitional Housing
Grant Number of Eliminated Project: CA103L9T021609
Eliminated Project Component Type: TH
Eliminated Project Annual Renewal Amount: $264,765

3-2. Describe how the CoC determined that this project should be eliminated and include the date the project applicant was notified.
(limit 750 characters)
The project voluntarily eliminated this grant to reallocate to a joint TH-RRH project

3. Reallocation - Grant(s) Eliminated Details

Instructions:
For guidance on completing this form, please reference the FY 2017 CoC Priority Listing Detailed Instructions. Submit technical question to the e-snaps HUD Exchange Ask A Question (AAQ) at https://www.hudexchange.info/get-assistance/.

* 3-1. Complete each of the fields below for each eligible renewal grant that is being eliminated during the FY 2017 reallocation process. Collaborative Applicants should refer to the final HUD-approved FY 2017 Grant Inventory Worksheet to ensure all information entered on this form is accurate.

Eliminated Project Name: Families in Transition
Grant Number of Eliminated Project: CA0093L9T021609
Eliminated Project Component Type: PH
Eliminated Project Annual Renewal Amount: $249,815

3-2. Describe how the CoC determined that this project should be eliminated and include the date the project applicant was notified.
(limit 750 characters)
The project voluntarily eliminated this grant to reallocate to a joint TH-RRH project
4. Reallocation - Grant(s) Reduced

CoCs that are reallocating eligible renewal project funds to create a new project application – as detailed in the FY 2017 CoC Program Competition NOFA – may do so by reducing one or more expiring eligible renewal projects. CoCs that are reducing eligible renewal projects entirely must identify those projects on this form.

<table>
<thead>
<tr>
<th>Reduced Project Name</th>
<th>Reduced Grant Number</th>
<th>Annual Renewal Amount</th>
<th>Amount Retained</th>
<th>Amount available for new project</th>
<th>Reallocation Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redwood Hill Town...</td>
<td>CA1466L9T021500</td>
<td>$119,290</td>
<td>$61,626</td>
<td>$57,664</td>
<td>Regular</td>
</tr>
<tr>
<td>Regent Street</td>
<td>CA0114L9T021609</td>
<td>$80,867</td>
<td>$71,808</td>
<td>$9,059</td>
<td>Regular</td>
</tr>
<tr>
<td>Turning Point</td>
<td>CA0126L9T021609</td>
<td>$633,869</td>
<td>$489,001</td>
<td>$144,868</td>
<td>Regular</td>
</tr>
</tbody>
</table>

Amount Available for New Project
(Sum of All Reduced Projects)

$211,591
4. Reallocation - Grant(s) Reduced Details

Instructions:
For guidance on completing this form, please reference the FY 2017 CoC Priority Listing Detailed Instructions. Submit technical question to the e-snaps HUD Exchange Ask A Question (AAQ) at https://www.hudexchange.info/get-assistance/.

4-1. Complete the fields below for each eligible renewal grant that is being reduced during the FY 2017 reallocation process. Collaborative Applicants should refer to the final HUD-approved FY 2017 Grant Inventory Worksheet to ensure all information entered here is accurate.

   Reduced Project Name: Redwood Hill Townhomes
   Grant Number of Reduced Project: CA1466L9T021500
   Reduced Project Current Annual Renewal Amount: $119,290
   Amount Retained for Project: $61,626
   Amount available for New Project(s): $57,664
   (This amount will auto-calculate by selecting "Save" button)

4-2. Describe how the CoC determined that this project should be reduced and include the date the project applicant was notified of the reduction. (limit 750 characters)

The project eliminated the rental assistance line item and will get this funding from another source. Thee project notified the CoC of this change prior to the submission.

4. Reallocation - Grant(s) Reduced Details

Instructions:
For guidance on completing this form, please reference the FY 2017 CoC Priority Listing Detailed Instructions. Submit technical question to the e-snaps HUD Exchange Ask A Question (AAQ) at https://www.hudexchange.info/get-assistance/.

4-1. Complete the fields below for each eligible renewal grant that is being reduced during the FY 2017 reallocation process. Collaborative Applicants
should refer to the final HUD-approved FY 2017 Grant Inventory Worksheet to ensure all information entered here is accurate.

**Reduced Project Name:** Regent Street  
**Grant Number of Reduced Project:** CA0114L9T021609  
**Reduced Project Current Annual Renewal Amount:** $80,867  
**Amount Retained for Project:** $71,808  
**Amount available for New Project(s):** $9,059  
(This amount will auto-calculate by selecting "Save" button)

4-2. Describe how the CoC determined that this project should be reduced and include the date the project applicant was notified of the reduction. (limit 750 characters)

The project voluntarily made this reduction and informed the CoC on 9/4/17.

### 4. Reallocation - Grant(s) Reduced Details

**Instructions:**

For guidance on completing this form, please reference the FY 2017 CoC Priority Listing Detailed Instructions. Submit technical question to the e-snaps HUD Exchange Ask A Question (AAQ) at https://www.hudexchange.info/get-assistance/.

4-1. Complete the fields below for each eligible renewal grant that is being reduced during the FY 2017 reallocation process. Collaborative Applicants should refer to the final HUD-approved FY 2017 Grant Inventory Worksheet to ensure all information entered here is accurate.

**Reduced Project Name:** Turning Point  
**Grant Number of Reduced Project:** CA0126L9T021609  
**Reduced Project Current Annual Renewal Amount:** $633,869  
**Amount Retained for Project:** $489,001  
**Amount available for New Project(s):** $144,868  
(This amount will auto-calculate by selecting "Save" button)
4-2. Describe how the CoC determined that this project should be reduced and include the date the project applicant was notified of the reduction. (limit 750 characters)

Project applicant voluntarily made this reduction and informed the CoC on 9/19/17.
5. Reallocation - New Project(s)

Collaborative Applicants must complete each field on this form that identifies the new project(s) the CoC created through the reallocation process.

Sum of All New Reallocated Project Requests
(Must be less than or equal to total amount(s) eliminated and/or reduced)

$514,580

<table>
<thead>
<tr>
<th>Current Priority #</th>
<th>New Project Name</th>
<th>Component Type</th>
<th>Transferred Amount</th>
<th>Reallocation Type</th>
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<tbody>
<tr>
<td>11</td>
<td>Matilda Clev...</td>
<td>Joint TH &amp; P...</td>
<td>$264,765</td>
<td>Regular</td>
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<tr>
<td>12</td>
<td>Families in ...</td>
<td>Joint TH &amp; P...</td>
<td>$249,815</td>
<td>Regular</td>
</tr>
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</table>
5. Reallocation - New Project(s) Details

Instructions:
For guidance on completing this form, please reference the FY 2017 CoC Priority Listing Detailed Instructions. Submit technical question to the e-snaps HUD Exchange Ask A Question (AAQ) at https://www.hudexchange.info/get-assistance/.

5-1. Complete each of the fields below for each new project created through reallocation in the FY 2017 CoC Program Competition. For list of all eligible types of new projects that may be created through the reallocation process, see the FY 2017 CoC Program Competition NOFA.

FY 2017 Rank (from Project Listing): 11
   Proposed New Project Name: Matilda Cleveland Transitional Housing Program
   Component Type: Joint TH & PH-RRH
   Amount Requested for New Project: $264,765

5. Reallocation - New Project(s) Details

Instructions:
For guidance on completing this form, please reference the FY 2017 CoC Priority Listing Detailed Instructions. Submit technical question to the e-snaps HUD Exchange Ask A Question (AAQ) at https://www.hudexchange.info/get-assistance/.

5-1. Complete each of the fields below for each new project created through reallocation in the FY 2017 CoC Program Competition. For list of all eligible types of new projects that may be created through the reallocation process, see the FY 2017 CoC Program Competition NOFA.

FY 2017 Rank (from Project Listing): 12
   Proposed New Project Name: Families in Transition
   Component Type: Joint TH & PH-RRH
   Amount Requested for New Project: $249,815
6. Reallocation: Balance Summary

Instructions
For guidance on completing this form, please reference the FY 2017 CoC Priority Listing Detailed Instructions. Submit technical question to the e-snaps HUD Exchange Ask A Question (AAQ) at https://www.hudexchange.info/get-assistance/.

6-1 Below is a summary of the information entered on the eliminated and reduced reallocation forms. The last field on this form, “Remaining Reallocation Balance” should equal zero. If there is a positive balance remaining, this means the amount of funds being eliminated or reduced are greater than the amount of funds request for the new reallocated project(s). If there is a negative balance remaining, this means that more funds are being requested for the new reallocated project(s) than have been reduced or eliminated from other eligible renewal projects.

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<td>Reallocated funds available for new project(s):</td>
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<td>Amount requested for new project(s):</td>
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<tr>
<td>Remaining Reallocation Balance:</td>
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Applicant: Oakland/Alameda County CoC
Project: CA-502 CoC Registration FY2017

COC_REG_2017_149552
## Continuum of Care (CoC) New Project Listing

### Instructions:

Prior to starting the New Project Listing, Collaborative Applicants should carefully review the "CoC Priority Listing Detailed Instructions" and the "CoC Project Listing Instructional Guide", both of which are available at: https://www.hudexchange.info/e-snaps/guides/coc-program-competition-resources.

To upload all new project applications that have been submitted to this CoC Project Listing, click on the "Update List" button. This process may take a few minutes based upon the number of new projects submitted that need to be located in the e-snaps system. The Collaborative Applicant may update each of the Project Listings simultaneously. The Collaborative Applicant can wait for the Project Listings to be updated or can log out of e-snaps and come back later to view the updated list(s). To review a project on the New Project Listing, click on the magnifying glass next to each project to view project details. To view the actual project application, click on the orange folder. If there are errors identified by the Collaborative Applicant, the project can be amended back to the project applicant to make the necessary changes by clicking on the amend icon. The Collaborative Applicant has the sole responsibility for ensuring all amended projects are resubmitted and appear on this project listing BEFORE submitting the CoC Priority Listing in e-snaps.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Date Submitted</th>
<th>Comp Type</th>
<th>Applicant Name</th>
<th>Budget Amount</th>
<th>Grant Term</th>
<th>Rank</th>
<th>PH/Realloc</th>
<th>PSH/RRH</th>
<th>Expansion</th>
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<td>Joint TH &amp; PH-RRH</td>
<td>City of Oakland</td>
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<td>12</td>
<td>Reallocati on</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matilda Cleveland...</td>
<td>2017-09-15</td>
<td>Joint TH &amp; PH-RRH</td>
<td>City of Oakland</td>
<td>$264,765</td>
<td>1 Year</td>
<td>11</td>
<td>Reallocati on</td>
<td></td>
<td></td>
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<tr>
<td>Pathways Bridge L...</td>
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<td>Joint TH &amp; PH-RRH</td>
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<td>48</td>
<td>PH Bonus</td>
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<tr>
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<td>PH</td>
<td>City of Berkeley</td>
<td>$1,000,000</td>
<td>1 Year</td>
<td>50</td>
<td>PH Bonus, PSH</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>
## Continuum of Care (CoC) Renewal Project Listing

### Instructions:

Prior to starting the New Project Listing, Collaborative Applicants should carefully review the "CoC Priority Listing Detailed Instructions" and the "CoC Project Listing Instructional Guide", both of which are available at: https://www.hudexchange.info/e-snaps/guides/coc-program-competition-resources.

To upload all renewal project applications that have been submitted to this Renewal Project Listing, click on the "Update List" button. This process may take a few minutes based upon the number of renewal projects that need to be located in the e-snaps system. The Collaborative Applicant may update each of the Project Listings simultaneously. The Collaborative Applicant can wait for the Project Listings to be updated or can log out of e-snaps and come back later to view the updated list(s). To review a project on the Renewal Project Listing, click on the magnifying glass next to each project to view project details. To view the actual project application, click on the orange folder. If there are errors identified by the Collaborative Applicant, the project can be amended back to the project applicant to make the necessary changes by clicking on the amend icon. The Collaborative Applicant has the sole responsibility for ensuring all amended projects are resubmitted and appear on this project listing BEFORE submitting the CoC Priority Listing in e-snaps.

The Collaborative Applicant certifies that there is a demonstrated need for all renewal permanent supportive housing and rapid re-housing projects listed on the Renewal Project Listing.

The Collaborative Applicant does not have any renewal permanent supportive housing or rapid re-housing renewal projects.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Date Submitted</th>
<th>Grant Term</th>
<th>Applicant Name</th>
<th>Budget Amount</th>
<th>Rank</th>
<th>PSH/RRH</th>
<th>Comp Type</th>
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<td>Walker House</td>
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<td>Yvette A. Flunder...</td>
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<td>Supportive Housin...</td>
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<td>Tenant Based Rent...</td>
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<td>Applicant: Oakland/Alameda County CoC</td>
<td>Project: CA-502 CoC Registration FY2017</td>
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<td><strong>Redwood Hill Town...</strong></td>
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<td><strong>Peter Babcock House</strong></td>
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<td>PSH</td>
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<tr>
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<td><strong>Impact</strong></td>
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<td><strong>Carmen Avenue Apa...</strong></td>
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<td>1 Year</td>
<td>Alameda County Al...</td>
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<tr>
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<td><strong>Turning Point</strong></td>
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<td><strong>Housing Stabiliza...</strong></td>
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</tbody>
</table>

<p>| Project Priority List FY2017 | Page 16 | 09/25/2017 |</p>
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Date</th>
<th>Duration</th>
<th>Applicant Name</th>
<th>Total Budget</th>
<th>Code</th>
<th>Type</th>
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<td>Alameda County Be...</td>
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<td>Bessie Coleman Co...</td>
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<td>Cornerstone Commu...</td>
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<td>APC Multi-Service...</td>
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<td>Alameda County Ho...</td>
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<td>Spirit of Hope I</td>
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<td>Alameda County Ho...</td>
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<td>Banyan House Tran...</td>
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<td>Welcome Home San...</td>
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<td>InHOUSE</td>
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<td>Alameda County Ho...</td>
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<td>Alameda County Ho...</td>
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<td>Alameda County Ho...</td>
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<td>Alameda County Ho...</td>
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Continuum of Care (CoC) Planning Project Listing

Instructions:

Prior to starting the CoC Planning Project Listing, Collaborative Applicants should carefully review the “CoC Priority Listing Detailed Instructions” and the “CoC Project Listing Instructional Guide,” both of which are available at: https://www.hudexchange.info/e-snaps/guides/coc-program-competition-resources.

To upload the CoC planning project application that has been submitted to this CoC Planning Project Listing, click on the “Update List” button. This process may take a few minutes as the project will need to be located in the e-snaps system. The Collaborative Applicant may update each of the Project Listings simultaneously. The Collaborative Applicant can wait for the Project Listings to be updated or can log out of e-snaps and come back later to view the updated list(s).

To review the CoC Planning Project Listing, click on the magnifying glass next to view the project details. To view the actual project application, click on the orange folder. If there are errors identified by the Collaborative Applicant, the project can be amended back to the project applicant to make the necessary changes by clicking on the amend icon.

Only one CoC Planning project application can be submitted by a Collaborative Applicant and must match the Collaborative Applicant information on the CoC Applicant Profile. Any additional CoC Planning project applications must be rejected.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Date Submitted</th>
<th>Grant Term</th>
<th>Applicant Name</th>
<th>Budget Amount</th>
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<td>1 Year</td>
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<td>$998,188</td>
<td>CoC Planning Proj...</td>
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Funding Summary

Instructions
For additional information, carefully review the "CoC Priority Listing Detailed Instructions" and the "CoC Priority Listing Instructional Guide", both of which are available at: https://www.hudexchange.info/e-snaps_guides/coc-program-competition-resources.

This page contains the total budget summaries for each of the project listings for which the Collaborative Applicant approved and ranked or rejected project applications. The Collaborative Applicant must review this page to ensure the totals for each of the categories is accurate. The "Total CoC Request" indicates the total funding request amount the Collaborative Applicant will submit to HUD for funding consideration. As stated previously, only 1 UFA Cost project application (for UFA designated Collaborative Applicants only) and only 1 CoC Planning project application can be submitted and only the Collaborative Applicant designated by the CoC is eligible to request these funds.

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<tr>
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### Attachments

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<td>Other</td>
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Attachment Details

Document Description:  Con Plan Certifications

Attachment Details

Document Description:

Attachment Details

Document Description:

Attachment Details

Document Description:
Submission Summary

WARNING: The FY2017 CoC Consolidated Application requires 2 submissions. Both this Project Priority Listing AND the CoC Consolidated Application MUST be submitted.

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<th>Page</th>
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<td>2. Reallocation</td>
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<td>4. Grant(s) Reduced</td>
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<td>5. New Project(s)</td>
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</table>
I certify that the proposed activities/projects in the application are consistent with the jurisdiction's current, approved Consolidated Plan.

(Type or clearly print the following information:)

**Applicant Name:** See attached list

**Project Name:** See attached list

**Location of the Project:** See attached list

**Name of the Federal Program to which the applicant is applying:** Continuum of Care Program

**Name of Certifying Jurisdiction:** Alameda County HOME Consortium

**Certifying Official of the Jurisdiction Name:** Linda M. Gardner

**Title:** Housing Director

**Signature:**

**Date:** 9/25/17
Certification of Consistency with the Consolidated Plan

I certify that the proposed activities/projects in the application are consistent with the jurisdiction’s current, approved Consolidated Plan.

(Type or clearly print the following information:)

Applicant Name: See attached list

Project Name: See attached list

Location of the Project: See attached list

Name of the Federal Program to which the applicant is applying: Continuum of Care Program

Name of Certifying Jurisdiction: City of Oakland

Certifying Official of the Jurisdiction Name: Michele Byrd

Title: Director, Department of Housing & Community Development

Signature: 

Date: 9-19-17
Certification of Consistency with the Consolidated Plan

I certify that the proposed activities/projects in the application are consistent with the jurisdiction’s current, approved Consolidated Plan.

(Type or clearly print the following information:)

Applicant Name: See attached list

Project Name: See attached list

Location of the Project: See attached list

Name of the Federal Program to which the applicant is applying: Continuum of Care Program

Name of Certifying Jurisdiction: City of Berkeley

Certifying Official of the Jurisdiction Name: Dee Williams-Ridley

Title: City Manager

Signature: [Signature]

Date: 9/20/17
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**Tier 1 Subtotal**

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