Joint Leadership Board - HUD CoC Committee Agenda

Monday, August 22, 2022
1:00 p.m. – 3:30 p.m.

Join Zoom Meeting https://us02web.zoom.us/j/85424633679
Meeting ID: 854 2463 3679
One tap mobile +16699006833,,85424633679# US (San Jose)

Meetings are public. Alameda County residents with lived experience of homelessness are encouraged to attend. Public Comment will be taken at the beginning of each meeting and is limited to 2 minutes per person. Click here to learn more about the public participation policy.

1. Welcome (C'Mone Falls, HUD CoC Chair) 1:00-1:05pm
2. HUD CoC Public Comment (C'Mone Falls) 1:05-1:15pm
3. Approval of Meeting Minutes, #7 – 06.27.22 (C'Mone Falls) 1:15-1:20pm
   Action Item
4. Homeless System Updates (All) 1:20-1:25pm
   Update
5. Governance and Staffing Update (Katie) 1:25-1:35pm
   Update
   a. Staffing Updates
   b. Governance Update
6. HMIS Update (Katie/Mike/Nic) 1:35- 1:50pm
7. FY 2022 NOFO update (Riley/Kate/Katie) 1:50-2:10pm
   a. Updates on 2022 General and Supplemental NOFO Application
   b. Strategic Direction (in materials only)
   c. Timeline – upcoming CoC voting (September)
      NOFO Committee – Updates to roster
      i. Recruited 2 people with lived experience
      ii. Add Heather Macdonald-Fine to NOFO Committee Action item
          Regular NOFO Bidders Conference held 8/16
          Supplemental NOFO Bidders Conference 8/23
          2022 Local Competition Review and Ranking Process
   f. NOFA Appeal Board – unconflicted members
i. Leadership Board Member (pending)
ii. NOFO Committee Member (pending)
iii. HUD CoC Board Member (pending)

7. Coordinated Entry / Emergency Housing Voucher Update (Colleen) 2:10-2:30pm
   Update

8. HUD CoC Committee Upcoming Events 3:25-3:30pm
   a. Leadership Board meeting – August 25, 2022
   b. HUD CoC Committee meeting – September 26, 2022
Joint Leadership Board / HUD CoC Committee
Special Meeting Notes
Friday, August 5th, 2022
12:00 p.m. - 1:30 p.m.

HUD CoC Committee Attendance: Marnelle Timson (Consumer Member), Paulette Franklin (Alameda County Behavioral Health Care Services Agency), Josh Jacobs (City of Berkeley), C’mone Falls (Chair, City of Oakland), Paul Berry (Youth Action Board), Tunisia Owens (Family Violence Law Center)

Absent: Riley Wilkerson (Alameda County Housing and Community Development), Wendy Jackson (East Oakland Community Project)

Leadership Board Attendance: Moe Wright (Chair, BBI), John Jones III (Community Member), Kerry Abbott (Alameda County Office of Homeless Care and Coordination). Vivian Wan (Abode Services), Liz Varela (Building Futures with Women and Children), Josh Thurman (City of Livermore), Tracey Nails Bell (A Diamond in the Ruff), Elena Lepe (El Puente Comunitario) Andrea Ford (Alameda County Social Services Agency), Julian Leiserson (Abode Services), Brenda Wadsworth (Community Member), Laurie Flores (City of Fremont), Kate Hart (Save Alternatives to Violent Environments), Shauna Conner (Alameda County Probation), Frank Roers (Community Member), Nic Ming (Social Impact Wheel), Mike Keller (East Oakland Community Project), Christine Ma (UCSF’s Benioff Children’s Hospital Oakland), Shelley Gonzalez (Community Member), Ray Bonilla (Meta)

Public: Sue Lafferty-Brown, Jessica Lobedan (City of Hayward), Margaret Alfaro (Abode Services), Matt Long, Kate Bristol (Consultant), Greg Kamph, Rena Jackson, Sean K.

EOH Staff: Katie Haverly (Director of Research and Data Analytics), Dorcas Chang (Operations Manager), Rachel Rios-Richardson (Data and Performance Analyst)

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1. Welcome (C’Mone Falls, HUD CoC Chair) 12:00-12:05pm
2. HUD CoC Public Comment (C’Mone Falls) 12:05-12:15pm
   a. No public comment
3. Two NOFO Processes (Kate Bristol/Katie Haverly) 12:15-1:25pm
a. **Overview of both NOFOs (Kate provided an overview of both NOFOS)**
   i. Kate Bristol reviewed the regular NOFO and the supplemental NOFO.

b. **Proposed NOFO Committee Role and adding members with lived experience - Action Item**
   i. Katie Haverly (Director of Research and Data Analyst) shared the staff recommendations and asked for feedback.
   ii. Discussion:
      1. People with lived experience have not been identified and outreach will be needed.
      2. Recruitment will need to be completed by Wednesday, August 10th since that is when the NOFO orientation is happening. EOH staff will support the recruitment and interview efforts.
      3. NOFO Committee members are required to sign a conflict-of-interest form.
      4. Committee members are concerned with the short turnaround for recruitment regarding the second agenda item.
   iii. **Tunisia Owens (FVLC) made a motion to approve the current seated NOFO Committee to handle both the regular and supplemental NOFO application for this year. Marnelle Timson (Consumer) seconded.**
      1. Roll Call
         a. Marnelle Timson-- yes
         b. Paulette Franklin-- yes,
         c. Josh Jacobs-- yes,
         d. C’mone Falls-- yes,
         e. Paul Berry -- yes,
         f. Tunisia Owens-- yes, motion passed
   c. **Josh Jacobs (City of Berkeley) made the motion to attempt to secure 1-2 additional members by next Wednesday, August 10th and if recruitment doesn’t happen in time, then proceed with the existing NOFO committee. Paulette Franklin (BHCS) seconded.**
      1. Roll Call
         a. Marnelle Timson-- yes
         b. Paulette Franklin-- yes,
         c. Josh Jacobs-- yes,
         d. C’mone Falls-- yes,
         e. Paul Berry -- yes,
         f. Tunisia Owens-- yes, motion passed

d. **Proposed timelines for both NOFOs – Action Item**
   i. Kate Bristol goes over the proposed timeline.
ii. Moe Wright (Chair, CoC Leadership Board) encouraged the Leadership Board to express their opinions on the strategic direction.

iii. Marnelle Timson (Consumer) made a motion to approve the timelines for the regular and supplemental NOFOs. Tunisia Owens (FVLC) seconded.

iv. Roll Call
   1. Marnelle Timson -- yes
   2. Paulette Franklin -- yes,
   3. Josh Jacobs -- yes,
   4. C'mone Falls -- yes,
   5. Paul Berry -- yes,
   6. Tunisia Owens -- yes,

v. Motion passed

  e. Regular NOFO

     Strategic Direction – Action Item
     I. Rachel Rios-Richardson (Data and Performance Analyst) goes over the recommended modifications for the strategic direction for the regular NOFO.
     II. Discussion
        a. The committee and Leadership Board asked for clarity around the reasoning to have voluntary reallocation and bonus points.
           i. Alameda County does not have a lot of lower-performing projects and the process for involuntary reallocation is a complex one.
           ii. Incentivizing projects to reallocate would help them leverage their points. A lower-performing project could reallocate, get incentive points, and potentially get out of Tier 2. They would trade some points for reallocating some funds. This has only happened a few times.
           iii. The 95 percent is a dollar amount cut off for Tier 1. There is a chance that a project in Tier 2 may not get funded.
           iv. The group does not seem interested in doing involuntary reallocation.
        b. One question was raised if there’s underspending and it is not reallocated, then do we risk losing funding CoC-wide?
           i. It can lower our CoC’s national ranking. HUD doesn’t actually pull funding. As our ranking goes lower, projects on Tier 2 become more vulnerable and the total funding of our CoC could be reduced. However, it hasn’t happened to our CoC.
        c. When is the point allocation going to be published?
           i. The NOFO Committee has to approve the point allocation and the meeting will be next week. It will be released between when the
NOFO Committee meets and when the Bidders Conference happens. 

Anyone can attend the Bidders Conference.

d. C’Mone Falls (Chair, HUD CoC) made a motion to approve the 2022 CoC NOFO Strategic Direction with the amendment to number 4 to that we will evaluate new and renewal projects for engagement of people with lived experience in decision making. Marnelle Timson (Consumer) seconded.

e. Moe Wright (Chair, CoC Leadership Board) asked the Leadership Board for their feedback. There wasn’t any concern. The motion continued.

   1. Marnelle Timson-- yes
   2. Paulette Franklin-- yes,
   3. Josh Jacobs-- yes,
   4. C’mon Falls-- yes,
   5. Paul Berry -- yes,
   6. Tunisia Owens-- yes,

f. Supplemental Unsheltered NOFO –

   Development of Required Community Plan for Application

   i. Kate Bristol (Consultant) provided context over the Plan Section, the scoring, and the Plan Development about the Community Plan.

Establish Lived Experience Working Group—Action Item

   I. Rachel Rio-Richardson (Data and Performance Analyst) shared that the supplemental NOFO requires that a working group of people with lived experience support the development of the plan and provide an official letter of support. She went over the staff recommendation to convene a working group.

   II. C’Mone Falls (Chair, HUD CoC) suggested not limiting the workgroup to CoC related projects.

   III. Shelley Gonzalez (Community Members) raised concerns about the tight timeline in recruiting. EOH Staff will reach out to people they already have a relationship with and are open to taking recommendations.

   IV. C’Mone Falls (Chair, HUD CoC) made the motion to convene a work group of individuals with lived experience changing bullet two to open up to the public versus only concentrating on CoC-related individuals to specifically target 5 individuals with unsheltered homelessness experience.

      i. Marnelle Timson-- yes
      ii. Paulette Franklin-- yes,
      iii. Josh Jacobs-- yes,
      iv. C’mon Falls-- yes,
      v. Paul Berry -- yes,
vi. Tunisia Owens-- yes,

Strategic direction discussion – Action Item

I. Katie Haverly (Director of Research and Data Analytics) went over the recommended strategic direction for the supplemental NOFO.

II. Members weigh in on whether the language of the strategic direction should represent what HUD is looking for in the supplemental NOFO or represents more meaningfully the community’s needs.

III. C’Mone Falls (Chair, HUD CoC) proposed to have another meeting on the strategic direction of the supplemental NOFO to give people time to look at the supplemental NOFO and provide input. She suggested that it should be a co-meeting between the Leadership Board and the CoC Committee where both members can vote.

   a. Another special meeting will be scheduled for Tuesday, August 9th to vote on the strategic direction of the supplemental NOFO.

Resources:

HUD materials on Regular NOFO:

Link to full HUD NOFO Announcement
Link to HUD webpage dedicated to Regular NOFO

HUD materials on Supplemental NOFO:

Link to full Supplemental NOFO Announcement
Link to HUD webpage dedicated to Supplemental NOFO
Link to slides from HUD’s kickoff webinar for the Supplemental NOFO

Reference materials to help inform planning:

Centering Racial Equity in Homeless System Design (See especially pp. 26-31 of full report)
Home Together: Ending Homelessness in Alameda County
Youth Action, A Way Home (Draft Coordinated Community Plan. See especially pp. 11-14)
Point in Time Count from 2022

4. HUD CoC Committee Upcoming Events 12:55-1:00pm

Next meeting (HUD CoC/Leadership Board) – August 22nd 1:00pm-3:30pm
Joint Leadership Board / HUD CoC Committee
Special Meeting Agenda
Tuesday, August 9th, 2022
1:00 p.m. – 2:00 p.m.

Leadership Board: Moe Wright (Chair, BBI Construction), Brenda Wadsworth (Community Member), Shelley Gonzalez (Community Member), Vivian Wan (Abode Services), Kate Hart (Save Alternatives for Violent Environments), Liz Varela (Building Futures with Women and Children), Nic Ming (Social Impact Wheel), Susan Shelton (Community member), Julian Leiserson (Abode Services), Natasha Paddock (Alameda County Housing and Community Development), Daniel Cooper (City of Oakland), Peter Radu (City of Berkeley), Josh Thurman (City of Livermore), Kerry Abbot (Alameda County Health Care Services Center), Frank Rogers (Community Member), Kimberly White (Community Member), Elena Lepe (El Puente Comunitario)

HUD CoC Committee: C'Mone Falls(Chair, City of Oakland), Marnelle Timson (Consumer representative), Riley Wilkerson (Alameda County Housing and Community Development), Josh Jacobs (City of Berkeley), Tunisia Owens (Family Violence Law Center)

Public: Sharon Osterweil (Lifelong), Kate Bristol (Consultant)

EveryOne Home Staff: Katie Haverly (Acting Executive Director), Rachel Rios-Richardson (Data and Performance Analyst), Dorcas Chang (Operations Manager)

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1. **Welcome** (C'Mone Falls, HUD CoC Chair) 1:00-1:05pm
   a. Moe Wright (Chair, CoC Leadership Board) explained that the special joint Leadership Board/HUD CoC Committee was convened quickly because there was enough time to consider how to approach the supplemental Notice of Funding Opportunity (NOFO).

2. **HUD CoC Public Comment** (C'Mone Falls) 1:05-1:10pm
   a. No Public Comment

3. **Review of Supplemental NOFO and Strategic Direction** (Kate Bristol/Katie Haverly) 1:10-1:55pm
   a. Discussion:
      i. Kate Bristol (Consultant) confirmed she is the consultant for this year’s NOFO.
      ii. Katie Haverly (Acting Executive Director) shared that EOH has been working with Kate Bristol to put forward to the Leadership Board and CoC Committee the strategic
direction for community input so that this community can have the strongest most competitive package.

1. Three of the strategic direction items are HUD’s expectations
2. Two of the items are tailored more to local priorities

iii. The group discussed 5b (Invite only projects that directly provide housing and/or services, no infrastructure projects)

1. Kate Bristol clarified that for 5b, the thought was to affirm if the community wants to entertain any kind of limits to what kinds of proposals would be invited.
2. Marnelle Timson asked if HMIS (Homeless Management Information System) or Coordinated Entry (CE) planning make our package stronger and wants more funding for showers.
   a. Standalone services projects are an option under this funding
   b. This would be additional grants for CE, HMIS, or planning.
3. Tunisia Owens (FVLW) asked if this funding would include a project that engaged landlords or give incentives to landlords.
   a. That would be support services only.
   b. Anything that is direct services, landlord engagement, etc. would fall into Support Services Only.
4. Vivian Wan (Abode Services) commented she would like to see more technical assistance around operating CoC programs around the regulations.
5. Peter Radu (City of Berkeley) raised the need to think about encampments as something that is qualitatively different based on federal calls to think about this as a policy matter and Dr Margo Kushel’s report. He recommended adding language about addressing encampments and for 5b, it would be beneficial to bring on planning resources to think about this as a policy issue.
6. Kerry Abbott (HCSA) shared that there is a small amount of funding from HUD for Coordinated Entry and does not cover a lot of positions. She supports the idea of not limiting the ability to apply for CE funds in this process.
7. Frank Rogers (Community Member) shared that he has mixed emotions about giving more money to CE and wants to provide assistance to people in encampments through outreach and engagement. He supports prioritizing individuals in encampments.
8. Shelley Gonzalez (Community Member) proposed more actual housing than in the application process.
9. Vivian Wan (Abode Services) commented that this is the first opportunity in a decade that HUD is allowing supportive services and that we should take
advantage of that with the caveat that whatever service dollars that we apply for, it will never change.
10. Marnelle Timson (Consumer representative) emphasized the need for units and showers.
11. Frank Roger (Community Member) suggested supporting people in encampments.
12. C’Mone Falls (Chair, HUD CoC Committee) proposed projects that focus on system-wide coordination and areas with high population of people experiencing unsheltered homelessness.
13. Liz Varela (Building Futures) emphasized the need for capacity building.
14. Kate Bristol (Consultant) clarified that for addressing high service needs, it would be more of a qualitative response.
15. Vivian Wan (Abode Services) clarified that for item 3, it would be to reduce barriers to operations of the grant and the application process.
16. Rachel Rio Richardson makes the suggested edits by the committees as they review the strategic recommendations before voting.

iv. Leadership Board Vote: Moe Wright (Chair, HUD CoC) made a motion to accept these strategic direction recommendations with the amendments made during this combined meeting. Vivian Wan (Abode Services) seconded.
   1. 14 approved. 0 Abstained. 0 opposed
   2. Motion Passed

v. HUD CoC Committee Vote C’Mone Falls (Chair, HUD CoC) made a motion to accept these strategic direction recommendations with the amendments made during this combined meeting. Marnelle Timson (Consumer representative) seconded.
   1. 5 approved. 0 Abstained. 0 opposed
   2. Motion Passed

b. Katie Haverly (Acting Executive Director) shared an update on the timeline. There are shifts with dates but the sequencing of events is the same. She also highlighted that there is not enough time for a community meeting. She shared that there is going to be flexibility and nimbleness on the exact dates as development occurs.
   1. 5 approved. 0 abstained. 0 approved.

**HUD materials on Supplemental NOFO:**

*Link to full Supplemental NOFO Announcement*

*Link to HUD webpage dedicated to Supplemental NOFO*

*Link to slides from HUD’s kickoff webinar for the Supplemental NOFO*

Reference materials to help inform planning:

*Centering Racial Equity in Homeless System Design* (See especially pp. 26-31 of full report)
4. HUD CoC Committee Upcoming Events

Next meeting (HUD CoC/Leadership Board) – August 22nd 1:00pm-3:30pm
Joint Leadership Board - HUD CoC Committee Agenda  
Monday, June 27, 2022  
1:00 p.m. – 3:30 p.m.

MINUTES

Meetings are public. Alameda County residents with lived experience of homelessness are encouraged to attend. Public Comment will be taken at the beginning of each meeting and is limited to 2 minutes per person. Click here to learn more about the public participation policy.

Attendance:
HUD CoC Committee: Riley Wilkerson (Alameda County Housing and Community Development), C’Mone Falls (City of Oakland), Josh Jacobs, (City of Berkeley) Paul Berry (Youth Actin Board), Marnelle Timson (Consumer), Tunisia Owens (Family Violence Law Center), Paulette Franklin (Alameda County Behavioral Health Care Services)

Leadership Board: Moe Wright (BBI Construction), Darin Lounds (Housing Consortium of the East Bay), Brenda Wadsworth (Community Member), Kerry Abbott (Alameda County Health Care Services Agency), Tyler Zatcoff (Alameda County Probation), Kimberly White (Community Member), Tracey Nails-Bells (Diamond in the Ruff), Shelley Gonzalez (Community member), Liz Varela (Building Futures with Women and Children), Daniel Cooper (City of Oakland), Christine Ma UCSF’s Benioff Children’s Hospital Oakland), Ray Bonilla (Meta), Deidre Wan (Community Member)

EOH staff: Katie Haverly (Director of Research and Data Analytics), Quintin Mecke (Director of Policy and Homelessness Strategies), Dorcas Chang (Operations Manager)

Public: Kerry Landry (AAH) Ruth Watson, Tami Lewis (AAH) Natasha Paddock (Alameda County Housing and Community Development), Colleen Budenholzer (Alameda County Health Care Services Agency)

1. Welcome (C’Mone Falls, HUD CoC Chair) 1:00-1:05pm

   a. C’Mone Falls (Chair) welcomed everyone, including the Leadership Board for the joint meeting.

2. HUD CoC Public Comment 1:05-1:15pm

   a. There was no written or public comment.

3. Approval of Meeting Minutes, #5 - 05.23.22 1:15-1:20pm Action Item
a. Paul Berry (Youth Action Board) made motion to approve minutes. Josh Jacobs (City of Berkeley) seconded.

b. Roll Call:
   a. Riley Wilkerson – Yes
   b. C’Mone Falls – Yes
   c. Josh Jaciobs – Yes
   d. Paul Berry – Yes
   e. Marnelle Timson - Yes

4. Homeless System Updates (All)  
   1:20-1:25pm Update
   a. Kerry Abbott (HCSA) discussed the recently released HUD Unsheltered NOFO. This NOFO is separate from the regular NOFO with a similar but different timeline. Katie Haverly (Director of Research and Data Analytics) mentioned that there is a HUD webinar tomorrow at 11:30 AM with more information about it.
   b. Liz Varela shared that Oakland applied for a family grant and was awarded.

5. EOH Update (Quintin)  
   1:25-1:35pm Update
   a. Quintin Mecke (Director of Policy and Homelessness Strategies) welcomed the newly seated Leadership Board members to the meeting. He also announced that his last day with EOH is Thursday, June 30th and thanked everyone for the chance to work with them.
   b. Moe Wright (BBI) mentioned that the Org Health Committee is responding to the RFQ to staff the CoC and the deadline is July 14.

6. FY 2022 NOFO Consultant update (Riley/HCD)  
   1:35-1:45pm Update
   a. Kate Bristol will be the new consultant and her start date is July 1st. Contract negotiations are being finalized. She should be available to start sometime in July. Homebase decided not to be the NOFO consultant for Alameda County this year.
   b. There were 2 responses to the issued RFP. C’Mone Falls, Quintin Mecke and Doug Biggs were on the selection panel.

7. Coordinated Entry / Emergency Housing Voucher Update (Colleen)  
   1:45-1:55pm Update
   a. Colleen Budenholzer gave a presentation on the breakdown of recent Coordinated Entry numbers, there are more people accessing the system right now. She provided information about the use of Emergency Housing Voucher, over 1,100 people have been matched with the program.

8. NOFO Review and Strategy (Quintin)  
   2:05-2:25pm Action Item
   a. Quintin Mecke (Director of Policy and Homelessness Strategies) provided a review of the 2021 NOFO timeline as a guide for the potential calendar for the 2022 process. Right now, the COC is basically on course for a similar timeline to last year. He then reviewed the strategic direction questions from last year which have not changed for this year.
   b. Quintin Mecke (Director of Policy and Homelessness Strategies) recommended to the committee that they approve the same strategic direction as last year, knowing that it will be reviewed again after the NOFO is released before being finalized.
   c. Katie Haverly (Director of Research and Data Analytics) presented new findings from the Point IN Time (PIT) Count that may affect strategy choices for this year’s NOFO.
   d. Kerry Abbott (HCSA) suggested coordinating around the unsheltered NOFO as well since there are two parallel NOFO processes and how that affects our strategy.
e. Kim White (Community Member) asked if there are materials that new members could review to be better prepared, this was followed up by Ms. Shelley.

f. Josh Jacobs (City of Berkeley) made the motion to approve 2021 Strategic Direction for 2022 NOFO. Marnelle Timson seconded.
   a. Roll Call:
      i. Riley Wilkerson– Yes
      ii. C’mone Falls– Yes
      iii. Josh Jacobs– Yes
      iv. Paul Berry – Yes
      v. Marnelle Timson – Yes
      vi. Tunisia Owens - Abstain

9. FY 2022 NOFO Committee Approval (Quintin) 2:25-2:45pm Action Item
   a. Seating the NOFO Committee
      a. Quintin Mecke (Director of Policy and Homelessness Strategies) presented the 10 bios of the applicants for the NOFO Committee. We landed on having 10 committee members to provide capacity for the work they have to do.
   b. Paulette Franklin (BHCS) made the motion to Approve NOFO Committee members. Tunisia Owens (FVLC) seconded.
      a. Roll Call:
         i. Riley Wilkerson – Yes
         ii. C’mone Falls – Yes
         iii. Josh Jacobs– Yes
         iv. Paul Berry– Yes
         v. Marnelle Timson– Yes
         vi. Tunisia Owens– Yes
         vii. Paulette Franklin - Yes

10. HMIS Data Quality Action Plan (Katie Haverly) 2:45-2:55pm Action Item
   b. Katie Haverly (Director of Research and Data Analytics) presented on the HMIS Data Quality Action Plan. The HMIS Oversight Committee spent over 4 months refining the plan and recently adopted it. She asked that the committee approve the Data Quality Action Plan.
   c. Kim White (Community Member) asked what are the budget differences in this plan?
      a. Katie Haverly (Director of Research and Data Analytics) responded this is a policy framework, not a budget.
   d. Members asked questions and Katie reaffirmed that this policy document is the initial framework that needs to be approved first before getting into deeper details and work.
   e. Moe Wight (BBI) and Katie Haverly (Director of Research and Data Analytics) clarified some confusion that the vote to approve this plan was for HUD CoC members only, Leadership Board members are welcome to ask questions but they are not voting members today.
   f. The plan needs to be approved to be in compliance.
   g. Tunisia Owens (FVLC) made motion to approve HMIS Data Quality Action Plan. Marnelle Timson (Consumer) seconded.
      a. Roll Call:
         i. Riley Wilkerson – Yes
         ii. C’mone Falls – Yes
         iii. Josh Jacobs – Yes
         iv. Paul Berry – Yes
         v. Marnelle Timson– Yes
vi. Paulette Franklin– Yes
vii. Tunisia Owens- Yes

11. HUD CoC Committee Upcoming Events  3:25-3:30pm Update Item

   a. HUD CoC Committee meeting – August 22, 2022
   b. Leadership Board meeting – August 25, 2021
   c. There was discussion about whether to back filled CMone Falls seat when she was at Social Services Agency and whether Oakland has two seats on HUD CoC.
      a. Members remembered that the reason why there are two City of Oakland seats is that C’Mone switched from Social Service Agency to the City of Oakland.
      b. Members discussed whether there is a need to fill the seats since the HUD CoC Committee will soon transition to the Leadership Board.
   d. Moe Wright (BBI) responded that the transition committee will look into how to fill and nominate new/current members to ensure compliance with the governance.
BRIEFING MEMORANDUM

TO: Oakland-Berkeley-Alameda County Continuum of Care (CoC) Leadership Board Members and CoC Committee Members

FROM: Moe Wright, Chair of the Leadership Board

DATE: August 18, 2022

SUBJECT: Procurement Process for Staffing the Berkeley, Oakland Alameda County Continuum of Care (CoC)

Background

This memo is written to frame the issues that will be discussed by both the Leadership Board and the CoC Committee.

On June 16, 2022, at the direction of the Alameda County Board of Supervisors (BOS), the Community Development Agency Housing and Community Development Department (HCD) issued a Request for Qualifications and Proposals (RFQ) for CoC Operations Support. The due date for applications was July 14, 2022.

Three applications were scored by HCD. One each from Focus Strategies, Homebase and EveryOne Home, a project of the Tides Center. Homebase scored highest, EveryOne Home second, and Focus Strategies third. The Organizational Health Committee and EveryOne Home Staff was informed of this decision on Monday August 8th. They filed an appeal to the Notice of Award on August 12, 2022. No result of the appeal has been announced as of the writing of this memo.

Since 2008, EveryOne Home has staffed the activities of the CoC and other boards and committees that come under the umbrella of the EveryOne Home Governance Charter that was recently amended and adopted in February of 2022. Much of the budget for this staffing comes from a Planning Grant, $1,142,763, that is part of the annual HUD Continuum of Care Program Competition (HUD Grant). It is a portion of the Planning Grant that could be awarded to Homebase, if this process is upheld. This will result in a switch in the staffing of CoC activities starting November 2022.

Alameda County is designated by our local CoC as the Collaborative Applicant for the HUD Grant and it has certain rights and responsibilities in administering the grant funds. HCD, as the county department that is currently functioning as the Collaborative Applicant, has stated that they have full authority to apply a procurement process in this circumstance to the issuing of a contract for the CoC Support services. EveryOne Home asserts the HUD Interim Rule 24CFR 578 Subpart B says that the authority of the Collaborative Applicant must be designated in the Governance Charter. The Berkeley, Oakland Alameda County Continuum of Care’s Governance Charter does not delegate the authority to select the entity for staffing the CoC to the Collaborative Applicant. Rather, it designates EveryOne for that role and has reinforced that intention by approving a CoC Planning Grant for the last seven grant cycles that identifies EveryOne Home as the sub-recipient who will provide those services. EveryOne Home sought legal advice on this authority and received a memo (attached)
Discussion:

The Leadership Board and the CoC should discuss a way to explore and if necessary exert their authority to select recipients of the Planning Grant. The decision as to how to staff the CoC is important because all parties rely on an independent staff that is under the control of the CoC and will fairly represent the diversity of thought of all stakeholders. The Leadership Board and the CoC could decide to accept or reject the results of the county procurement process. They could develop another procurement process or they could affirm the decision that is stated in the governance charter which appoints EveryOne Home as the “backbone” staffing for the CoC (pages 24 and 25 of the Governance Charter denoted below).

**EveryOne Home as the Backbone Organization**

*Purpose*

EveryOne Home will serve as the backbone organization for the collective impact model, the CoC work, and provide staffing for boards and committees. It will convene forums focused on lived experience, racial equity, and support for non-profits, cities, and other stakeholders.

*Roles*

- Provide staffing for all boards, committees, and workgroups
- Work with chairs and co-chairs to develop annual work plans and set meeting agendas
- Provide notes and follow up guidance after meetings

- Implement activities between board/committee/workgroup meetings to advance the work of these bodies between their formal meetings
- Develop reports and other products related to gaps, impact, and other aspects of the collective impact model
- Convene stakeholder forums: Provider Forum, Racial Equity Forum, and Lived Experience Forum, to meet at least quarterly
- Serve as a hub of communication for all boards, committees, and workgroups, and for the broader membership

*Independent Oversight of Everyone Home*

EveryOne Home is a separate entity from the collective impact model and the Continuum of Care and will report to a EveryOne Home Directors Committee and transition to having its own Board of Directors. Once established, the EveryOne Home Board of Directors will develop and oversee its own committee structure, separate from the collective impact Leadership Board and committee structure, in order to assure the long-term financial stability and impact of EveryOne Home, the backbone organization.

To ensure strong coordination, the EveryOne Home Board of Directors will include, at minimum, two seats reserved for people who are also on the collective impact Leadership Board. While the staff of EveryOne Home will be accountable to the Leadership Board on its performance related to collective impact activities and its role as the backbone organization, the Leadership Board will not have legal or fiduciary authority over EveryOne Home as an entity.
Memorandum

To: Morris Wright, Board Chair, EveryOne Home
From: Hannah Holden
CC: Megan Glasheen
Date: April 18, 2022
Re: Memorandum regarding the authority of the Alameda County Housing and Community Development Department ("HCD") as Collaborative Applicant of the Alameda County CoC (the “CoC”)

I. Introduction

You, as the Board Chair of EveryOne Home, have asked us whether, based on our review of the statute and regulations governing the federal Continuum of Care program (the “CoC Program”), HCD has the authority to require EveryOne Home to go through a procurement process to retain its role as the “backbone” organization of the CoC and for its fiscal agent to enter into a pass-through agreement with HCD for grant funds awarded to HCD (as Collaborative Applicant) by the Secretary of the United States Department of Housing and Urban Development (“HUD”).

In researching this question, we reviewed the following:

1. the Alameda County Continuum of Care / Everyone Home Governance Charter (the “Charter”);
2. the Continuum of Care Program (CDFA# 14.267) Grant Agreement between HUD and HCD dated April 6, 2021 (the “Grant Agreement”), awarding $1,058,132 in funds (the “Grant Funds”) for the performance period beginning May 1, 2022, and ending April 30, 2023 (the “Performance Period”);
3. the County of Alameda Standard Services Agreement (Contract No. 18266), as amended (the “Pass-Through Contract”);
4. the McKinney-Vento Homeless Assistance Act 42 U.S.C. 11301 (the “Act”) which authorized the CoC Program; and
5. 24 CFR Part 578 (the “Regulations”).

Through our review of the above, we have concluded that HCD, in its role as Collaborative Applicant, does not have this authority for the following reasons:

1. The CoC Leadership Board and CoC membership designated EveryOne Home as the backbone organization of the CoC and HCD as the Collaborative Applicant in the Charter;
2. The CoC Program and Grant Agreement are governed by the Act and the Regulations; and
3. EveryOne Home provides support and staffing to the CoC Leadership Board, and if HCD were to procure a new backbone organization before the start of the Performance Period, the CoC would be unable to perform its responsibilities mandated by the Regulations.

II. Reasoning

1. The CoC Leadership Board and CoC Membership designated EveryOne Home as the Backbone Organization and HCD as the Collaborative Applicant in the Charter.

Per § 578.7 of the Regulations, the CoC is required to, “in consultation with the collaborative applicant…develop, follow, and update annually a governance charter…” The CoC shares a governance charter with EveryOne Home. In the Charter, which was approved by the CoC Leadership Board on January 20, 2022, and ratified by the CoC membership on February 2, 2022, the CoC designated EveryOne Home as the backbone organization of the CoC. HCD, as a member of the CoC Leadership Board, consulted with EveryOne Home during the lengthy process of updating the Charter that began in December 2020, and approved the Charter and the designation of EveryOne Home as the backbone organization. HCD could have voiced concerns regarding EveryOne Home as the backbone organization during this process. Instead, HCD approved the Charter.

As the Regulations require annual updates to the Charter and the current version was approved in 2022, EveryOne Home should serve as the backbone organization during the Performance Period of the Grant Funds. Additionally, EveryOne Home was serving as the backbone organization of the CoC when HCD entered into the Grant Agreement with HUD in 2021, and was designated as such in the previous version of the Charter approved in late 2019.

A Collaborative Applicant, as defined in § 578.3 of the Regulations, is “the eligible applicant that has been designated by the Continuum of Care to apply for a grant for Continuum of Care planning funds under this part on behalf of the Continuum.” Per § 578.15 of the Regulations, “[e]ligible applicant(s) must have been designated by the Continuum of Care to submit an application for grant funds under this part.” HCD was designated as the Collaborative Applicant in the Charter. However, as stated in § 578.9 of the Regulations, “[t]he 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.” Therefore, HCD’s role as the Collaborative Applicant is to apply for grant funds, while the CoC retains the responsibilities listed at § 578.7 of the Regulations.

Additional guidance regarding Collaborative Applicants on the HUD Exchange website states that “[t]he CoC may assign additional responsibilities to the Collaborative Applicant so long as these responsibilities are documented in the CoC’s governance charter.”

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limited by the Charter, and the CoC has not assigned to HCD the responsibility of selecting the backbone organization of the CoC.

Furthermore, it is important to not set the precedent that one member of the CoC Leadership Board has the authority to alter the terms of the Charter without first obtaining the approval of the full CoC Leadership Board and the CoC Membership. HCD is only one component of the CoC and does not have the authority to act on behalf of the entirety of the CoC.

2. The CoC Program and Grant Agreement are governed by the Act and the Regulations.

The Grant Funds are subject to the Grant Agreement, which is governed by the Act and the Regulations. Neither the Act nor the Regulations require a procurement process for the backbone organization, and instead defer to the CoC’s Charter to include all procedures and policies needed to comply with CoC Program requirements.

Additionally, per Sec. 421 of the Act, the purpose of the CoC Program is “to provide funding for efforts by nonprofit providers and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to individuals, families, and communities by homelessness…” As EveryOne Home provides direct staffing and support to the CoC, requiring EveryOne Home to jump through hurdles to retain the role as backbone organization when it has already been designated as such in the Charter would consequently cause delays in rehousing homeless individuals and families and negate the purpose of the Act.

3. EveryOne Home exists to provide staffing and support to the CoC Leadership Board.

EveryOne Home exists to provide staffing and direct support to the CoC Leadership Board, and per the Charter, the CoC Leadership Board is responsible for “assuring compliance with HUD Continuum of Care regulations and requirements.” If HCD were to procure a new backbone organization before the start of the Performance Period, it is likely that the CoC would be unable to perform its federally mandated responsibilities as EveryOne Home would not be providing staffing and support to the CoC Leadership Board. Consequently, HCD would also be unable to remain in compliance under the Grant Agreement. This domino effect would greatly hinder the purpose of the CoC Program and the CoC’s mission to end homelessness in Alameda County.

As HCD stated in its memorandum to the Board of Supervisors requesting the approval of Amendment No. 2 to the Pass-Through Contract dated July 21, 2020, “[t]he work of EveryOne Home is necessary to support the Continuum of Care in fulfilling its role as required by HUD.”
Accordingly, based on our review of the Act, the Regulations, and the Charter, we do not believe that the County has the discretion to withhold grant funds and to procure a new backbone provider during the Performance Period.
OAKLAND/BERKELEY/ALAMEDA COUNTY
CONTINUUM OF CARE (CoC)
2022 CoC Notice of Funding Opportunity (NOFO)¹
LOCAL COMPETITION REVIEW AND RANKING PROCESS

OVERVIEW

The federal Department of Housing and Urban Development (HUD) provides almost $3 billion a year in funding for homeless housing and services. This funding is distributed through Continuums of Care (CoCs) which are regional organizations that meet regularly to improve project performance and build community support for responding to homelessness.

Each year, HUD requires each CoC to review the performance of homelessness projects within that CoC’s region, and to use their performance to rank those projects in order of their funding priority. Projects that are eligible for funding and that rank highest (known as Tier 1) will receive federal funding, while those at bottom of the list (Tier 2) may or may not receive funding, depending on 1) the size of the Congressional budget and 2) how the CoC as a whole performs relative to other CoCs in the national competition. Projects that are excluded from the list altogether will not receive federal funding.

A. ROLES OF THE HUD CoC AND NOFO COMMITTEES, THE APPEALS PANEL, AND EVERYONEHOME AS CONTINUUM OF CARE LEAD

1. HUD CoC Committee²
In the Oakland/Berkeley/Alameda County CoC, the HUD CoC Committee functions as the Continuum of Care (CoC) Board required by the Interim Rule to act on behalf of the membership to ensure CoC responsibilities are fulfilled, including preparing the application for Continuum of Care funds.

¹ HUD has modified its reference for funding opportunities from Notice of Funding Availability (NOFA) to Notice of Funding Opportunity (NOFO).
² In February 2022, significant updates to the governance charter were approved. Due to the ongoing transition to the new governance structure, this policy references the 2019 governance charter to describe the role of the HUD CoC Committee. At the time of the NOFO process in 2022 (i.e., August-September 2022), the HUD CoC Committee continues to fulfill the roles in this policy until the transition of decision-making authority is transitions to the Leadership Board.
Under its Roles and Responsibilities, the HUD CoC Committee:

- Recommends guiding principles and strategic direction to the NOFO Committee based on HUD NOFO guidelines.
- Designs, operates and follows a collaborative process for submitting the CoC NOFO application to HUD.
- Delegates responsibilities to Committees and Workgroups as specified in Section XII.D and XII.E of the 2019 Alameda County Continuum of Care/EveryOne Home Governance Charter, including delegating to the NOFO Committee the role of evaluating projects’ performance as an independent rating and ranking panel.

2. NOFO Committee
EveryOne Home staff will recruit NOFO Committee members and propose a NOFO Committee Roster for HUD CoC Committee’s approval. NOFO Committee members will be unbiased and non-conflicted and composed from neutral organizations, stakeholders and individuals with lived experience. “Non-conflicted” and neutral organizations are those that are not currently applying for and/or receiving CoC funding distributed by the Alameda County CoC. They will sign a form verifying they do not have a conflict of interest.

The Notice of Funding Opportunity (NOFO) Committee conducts the annual HUD Competition’s local rating and ranking process for projects seeking Continuum of Care funds, reviews applications submitted, and prepares ranked recommendations for funding. Specifically, the NOFO Committee:

- Integrates funding priorities and strategic direction from the HUD CoC Committee.
- Develops local applications for existing and new projects.
- Develops scoring criteria in compliance with the requirements of the annual NOFO.
- Reviews and scores proposals.
- Conducts the Rating and Ranking process and makes final recommendations of the Priority List of Projects (Rating and Ranking List) which are approved by non-conflicted members of the HUD CoCCommittee to be included in the CoC Consolidated application package.

3. Appeals Panel
If an applicant contests their rating or ranking, they may appeal. The Appeals Panel, comprised of non-conflicted members seated for each NOFO round, reviews any appeals made by CoC Project Applicants to the local competition’s Rating and Ranking list, as governed by the Alameda County HUD CoC Appeals Process established in 2017 and revised in 2019 (detailed in Section C of this process document). Appeal Panel decisions are final.
4. **Continuum of Care Lead**

In 2012, the Oakland/Berkeley/Alameda County CoC designated EveryOne Home to serve as Continuum of Care Lead (CoC Lead) and as the non-conflicted, third-party facilitator of the Local HUD Continuum of Care Program Competition. With a portion of the federal CoC planning grant, EveryOne Home, with support from a consultant, as needed, conducts activities related to the annual Local HUD Continuum of Care Program Competition (NOFO), including providing analysis, scoring feedback, and other guidance on HUD priorities; supporting the development of the HUD CoC Committee strategic direction to the NOFO Committee; and scoring objective elements of the application and convening and providing support to the NOFO Committee and Appeals Panel, among other duties.

All decisions regarding the Local HUD Continuum of Care Program Competition are subject to review and approval by the HUD CoC and NOFO Committees. In addition, EveryOne Home as a collective impact initiative, values community input and discussion and will create opportunities for grantees to provide feedback on changes to process and tools. There will also be an effort to ensure any changes, including new requirements or policies in the Notice of Funding Opportunity (NOFO), are communicated to ensure a transparent process.

5. **Collaborative Applicant**

As reflected in the Alameda County Continuum of Care/EveryOne Home Governance Charter, adopted in February 2022, Alameda County Housing and Community Development (HCD) agency serves as the Collaborative Applicant for the Continuum of Care pursuant to 24 CFR 578.3. As the Collaborative Applicant, HCD will 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 NOFO Committee and work with EveryOne Home, and consultants, to complete and submit the Continuum of Care’s Consolidated Application.

B. **2022 NOFO REVIEW AND RANKING PROCESS**

EveryOne Home, as CoC Lead, will develop a proposed Review and Ranking process. The HUD CoC Committee will provide input into the process through strategic direction. The NOFO Committee will provide input on the proposed process and approve it.

1. **Development and Release of the Local Competition**

   - EveryOne Home staff with support from a consultant, as needed, will conduct annually a Projects’ Performance Evaluation using APRs, HMIS and other comparable data sources, and relevant documentation to score objective criteria. Providers will be notified of the date that APRs will be pulled so that projects can clean-up data in advance. Data will be collected from the same period for all projects.
• The Local HUD Continuum of Care Program Competition (NOFO) will be launched after HUD releases the Notice of Funding Opportunity and a timeline will be developed by staff and consultants to adhere to mandated deadlines.
• HUD CoC Committee will determine the strategic direction to provide to the NOFO committee and community.
• The NOFO committee will provide final approval of all tools and criteria.
• EveryOne Home staff will release an announcement of available funding for both new and renewal grantees. Funding announcements will be broadly distributed via email to the provider community and posted on EveryOne Home’s website.
• Applicants, both renewing and prospective, will be invited to attend a Bidder's Conference, receive application materials, and have adequate time to complete and submit their Local Application within HUD’s deadlines.
• EveryOne Home staff and consultant will offer a Frequently Asked Questions (FAQ) period, which will be updated in writing each week, in consultation with the NOFO Committee, as needed. The FAQ period will end three days prior to the local application deadline. Agency specific questions will be responded directly. Questions that may impact several applicants will be responded to directly and will be published with FAQs.

2. Ranking Policy
• The HMIS and Coordinated Entry (CE) Projects will not receive scores. As critical infrastructure for the CoC, HMIS and CE projects will be placed automatically at the bottom of Tier 1.
• Projects renewing for the first time that do not have one year of data will be automatically placed at the bottom of Tier 1, immediately above the HMIS and Coordinated Entry projects. The relative ranking of these projects will be alphabetical. Given that the amount in Tier 1 is fixed, if the ranking results in a project straddling tiers, the NOFO Committee will make a strategic decision on whether the project will straddle or will be placed completely in Tier 2. They will determine this according to what is best for the overall package.
• Recently awarded projects that are not making enough progress toward becoming operational and/or no longer meet thresholds may be placed in Tier 2.

3. Reallocation Policy
The Reallocation Policy establishes that any projects that have underspending of their grant funds will be encouraged to voluntarily offer to reduce their grant award to support other projects in our Continuum of Care.

4. Review and Scoring of Applications
• EveryOne Home staff, with support from consultants, as needed, will review Local Application packages, and determine whether thresholds are met and calculate scores for all applicants for renewing and new projects using objective scoring.
The NOFO Committee will review and score narrative responses based on the established scoring rubric.

- For new applications, EveryOne Home staff with support for consultants, as needed, will train the NOFO Committee, as appropriate to review and score all subjective factors in new applications. The NOFO Committee will also review the Performance Evaluation scores from each renewal project along with any corresponding supplemental narratives for specific criteria. If required by the NOFO, the NOFO Committee will score any additional information. NOFO Committee members will finalize individual scores for each project prior to the Rating and Ranking session.

- For new applications, the NOFO Committee will review and approve applications for grantees seeking new funding in the Local Application. All new proposed projects will submit a New Projects Local Application package that will include: 1) a Project Coversheet; 2) a completed New Projects Local Application; and 3) Any materials and documentations required.

- Grantees must also complete an application in e-snaps by the date determined by the local process.

- At the Rating and Ranking session, scores will be tabulated, and Project Applications will be ranked and placed in either Tier 1 or Tier 2. To improve the competitiveness of the overall application, the NOFO Committee may reorder individual projects as determined by HUD CoC Committee’s Strategic Direction, guiding principles and community needs, and will not be bound to the points awarded to applications. In addition, the NOFO Committee has the authority to decide on all straddling situations.

- The NOFO Committee will meet to consider and recommend the final CoC Rating and Ranking List.

- EveryOne Home staff will bring the NOFO Committee’s final CoC Rating and Ranking List to the non-conflicted members of the HUD CoC Committee for review and approval.

- The HUD CoC Committee will approve the Consolidated Application prior submittal to HUD, minus the final Rating and Ranking List.

5. **Communicating the Results of the Local Competition**

- Final scoring results will be delivered to applicants via email, along with next steps and information on the Appeals Process.

- All applicants that are eligible for an appeal will have 2 business days to submit the Appeal. Appeals will be reviewed by non-conflicted members of the Appeals Panel, seated by the HUD CoC Committee. Applicants who submit an appeal may also request an interview with the Appeals Panel as part of the CoC’s Appeals process.
• EveryOne Home staff will generate the final Rating and Raking List as approved by the non-conflicted members of the HUD CoC Committee, to be posted on the EveryOne Home website and announced on the EveryOne Home mailing list and social media accounts.
• The Local Applications and Rating and Ranking list (Priority List of Projects) will be submitted to HUD along with the County-wide Consolidated Application by HUD’s NOFO deadline, and all project applicants will be invited to attend the NOFO debrief.

C. APPEALS PROCESS

The NOFO Committee developed a formal appeals process for the HUD CoC NOFA local competition in 2017, which was amended and approved by the HUD CoC Committee on 7/16/2019. Clarifying updates to the policy were made in 2022. The Appeals Panel, which is seated by the HUD CoC Committee, consists of three non-conflicted individuals representing the EOH’s Leadership Board, the HUD CoC Committee, and the NOFO Committee.

1) Appeals are limited to the following:

The Applicant believes that one or more of the following has taken place:
   a. An application was not evaluated according to the published local NOFO process.
   b. There was a scoring error that could be resolved through the process in 3.b.
   c. An application was evaluated in a way that violates referral regulation.
   d. 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 that with an initial Rating and Ranking score that 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 criteria.
   c. Dissatisfaction with Project’s scores.
   d. Need for funds.
   e. Appeals submitted after stated deadline.

3) Process:

   a. NOFO Committee will release the first Rating and Ranking List, including dollar amounts and point scores.
   b. In the unlikely event of a mathematical error, Applicants must report the issue to EveryOne Home within 24 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 2 business days to register any appeals via email. Appeals and any supporting documentation should be emailed to info@everyonehome.org. When making an appeal, appellants may also request to schedule a 30- minutes meeting with the Appeals Panel at the time of the Panel’s deliberations.

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 request must specify facts and evidence sufficient for the Appeals Panel to determine the validity of the appeal.

g. Appealing projects will be limited to the grounds they raise when registering the appeal, and appeal grounds may only be on items/attachments that were included in the initial project’s Application.

h. The Panel will review all submitted appeals and back up documentation and will meet to discuss, make final recommendations, and provide responses to each appellant. The Panel will allocate time for 30-minute meetings with appellants who request to meet with the Panel, in person or over the phone.

i. The HUD NOFO Committee will complete its recommendations on the final Rating and Ranking List, including results of any appeal.

j. The final Ranking and Ranking List will be presented for review and approval to the HUD CoC Committee’s non-conflicted members.

k. 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.

l. The HUD CoC Committee will approve the Consolidated Application prior submittal to HUD, minus the final Rating and Ranking List.
MEMORANDUM

To: NOFO Committee
From: HUD CoC Committee and Leadership Board
Date: August 9, 2022

Re: Strategic Direction for Responding to the 2022 Continuum of Care Program Notice of Funding Opportunity (CoC NOFO) and Supplemental NOFO to Address Unsheltered Homelessness (Special NOFO)

The purpose of this Memo is to provide the NOFO Committee with strategic guidance from the HUD CoC Committee and Leadership Board for approaching the local rating and ranking process for projects seeking to be included in the Collaborative Application for the 2022 CoC Program funding for Alameda County. This Memo also provides strategic guidance for the local rating and ranking process for projects seeking to be included in the Collaborative Application for up to $15 million over 3 years ($5 million per year) in funding from the Supplemental NOFO to Address Unsheltered Homelessness.

The Strategic Direction for the 2022 CoC NOFO was approved by the HUD CoC Committee in its June 27, 2022, joint meeting with the Leadership Board via Zoom. At a Special Meeting of the HUD CoC Committee and Leadership Board on August 5, 2022, an updated version of this Strategic Direction was adopted by the HUD CoC Committee with minor modifications after the publishing of the CoC NOFO on August 1, 2022. At a second Special Meeting held on August 9, 2022, the HUD CoC Committee and Leadership Board discussed and considered the Strategic Direction for the Supplemental NOFO to Address Unsheltered Homelessness. Hud CoC and Leadership Board members jointly approved the Strategic Direction for the Supplemental NOFO.

EveryOne Home (EOH) staff and consultants analyzed the 2022 CoC competitive application, the Supplemental NOFO competition, and previous NOFO results and recommended strategies for this year’s NOFO competitions. HUD CoC and Leadership Board committee members discussed and provided feedback that resulted in the set of recommendations below to execute a fair local process to maintain an effective array of HUD CoC funded projects.
2022 CoC NOFO (Regular NOFO)

The HUD CoC Committee advises the NOFO Committee to incorporate the following Strategic Direction in its process of designing the 2022 Local Application and scoring criteria, which will be shared at the upcoming Bidder’s Conference on August 16, 2022.

1. Ranking Policy
   The HMIS and Coordinated Entry (CE) Projects will not receive scores. As critical infrastructure for the CoC, HMIS and CE projects will be placed automatically at the bottom of Tier 1.

   Renewal “new projects” that do not have one year of operating data because they were recently awarded will be automatically ranked at the bottom of Tier 1, immediately above the HMIS and Coordinated Entry projects. The NOFO Committee should determine how to treat consolidated, expanded and reallocated projects with “one year of data,” and further define straddling situations under this Ranking Policy. The relative ranking of these projects will be alphabetical. Recently awarded projects that are not making sufficient progress toward becoming operational and/or no longer meet thresholds may be subject to ranking in Tier 2 or not being included in the package.

2. Voluntary Reallocation Policy
   The HUD CoC Committee directs the NOFO Committee not to pursue involuntary reallocation this year. Any projects that have underspending of their grant funds will be encouraged to voluntarily offer to reduce their grant award to support other projects in our Continuum of Care that strengthens our system and application package and is aligned with our guiding principles. Any projects with significant underspending (3 years of underspending, averaging 10% or greater) will be strongly encouraged to consider reallocation to benefit the CoC as a whole, given that some renewal projects will be in Tier 2 in 2022 (Tier 1 is 95% of Annual Renewal Demand).

3. New / Bonus Projects
   EveryOne Home will solicit applications from CoC and non CoC grantees for new projects through reallocation, CoC bonus (PH bonus) or DV bonus 1) that are competitive and improve our system performance, 2) to apply for the maximum amount allowed under the Domestic Violence (DV) Bonus housing and services targeting domestic violence, dating violence, sexual assault, stalking and trafficking survivors, consistent with 2022 HUD “new projects” requirements; 3) that demonstrate a Housing First model; 4) that can demonstrate that it leverages other funding resources for its projects and/or 5) that it is partnering with housing, health and other service agencies.
4. **Promoting Racial Equity and Lived Expertise**
   
   In 2022, HUD is increasing its emphasis on overall system efforts to identify and address racial disparities and meaningfully involving people with lived experience in decision-making. HUD is also asking CoCs to prioritize projects that show a commitment to addressing racial disparities. The HUD CoC Committee recommends that the NOFO Committee prioritize and encourage projects to provide information on:

   a. How they are identifying barriers to access and participation in their programs and how they are addressing any identified racial disparities in their projects; and how they demonstrate a commitment to racial equity. Both new and renewal projects will be scored on this factor.

   b. How they engage people with lived experience in decision-making. Both new and renewal projects will be scored on this factor.

5. **Bonus Points**
   
   In June 2022, the HUD CoC Committee recommended that the NOFO committee discourage the use of bonus points for any component of the local application.

   Incentive points like those used in FY 2021 are recommended to encourage voluntary reallocation for projects that have underspent funds. Retaining this emphasis is consistent with HUD’s points for the consolidated application.

**Supplemental NOFO to Address Unsheltered Homelessness** (Special NOFO)

The HUD CoC Committee and Leadership Boards advises the NOFO Committee to incorporate the following Strategic Direction in its process of designing the Local Application and scoring criteria for the 2022 Special NOFO, which will be shared at the upcoming Bidder’s Conference on August 23, 2022.

1. **Address Unsheltered Homelessness**

   Solicit applications for projects that will reduce unsheltered homelessness and improve health and housing outcomes for people experiencing unsheltered homelessness. Rating factors and questions will ask applicants to describe how their proposed project will reduce unsheltered homelessness and will be rated based on the extent to which they will contribute to an overall reduction in the numbers of people experiencing homelessness in Alameda County. Rating factors shall particularly prioritize projects that support people living in encampments.
2. **Address High Service Needs**

Prioritize projects that address the needs of individuals and families with high or complex service needs. Rating factors and questions will ask applicants to describe how their proposed project will serve individuals and/or families with high or complex service needs and will be rated based on the extent to which the project will serve those with the greatest needs and effectiveness of the proposed approach to serving this population.

3. **Center Racial Equity**

Identify and reduce barriers in the application process and in the operation of the proposed project for organizations that have not accessed CoC funds historically, particularly BIPOC-led organizations (i.e., applicants and/or subrecipient organizations that are led by people who are Black, Indigenous and/or other people of color). Prioritize projects that demonstrate how they will advance racial equity, such as by addressing barriers that contribute to disparities and/or by providing training to staff.

4. **Engage People with Lived Expertise**

Convene a work group of people with lived experience to help develop and provide a support letter for the HUD-mandated Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs. Prioritize projects that demonstrate how they engage people with lived expertise in decision-making about program design, operation, and evaluation.

5. **Project Selection**

a. Adopt criteria for project selection that balance local priorities with HUD point structure to ensure competitiveness of overall package. Prioritize projects that have a long-term housing component, while also inviting applications for projects for supportive services only (such as showers and other supports).

b. Invite only projects that directly provide housing and/or services (PSH, RRH, TH/RRH, SSO) and/or Coordinated Entry (no HMIS or Planning).

6. **System-wide Coordination:**

Prioritize projects that focus on system-wide coordination and areas with high populations of people experiencing unsheltered homelessness. Rating factors will ask applicants to describe how their proposed project helps achieve system-wide coordination of the community’s response to unsheltered homelessness. Application scoring factors will also consider whether the location where the proposed project will operate has a large number of people experience unsheltered homelessness.
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<th>Date</th>
<th>Regular NOFO</th>
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<tr>
<td>June 22</td>
<td>NOFO Released</td>
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<tr>
<td>August 1</td>
<td>Send brief email to stakeholders announcing opening of CoC process</td>
<td>Send brief email to stakeholders announcing unsheltered NOFO</td>
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<td>August 3</td>
<td>Special LB/CoC Committee Meeting, <em>Action items:</em> NOFO timeline, strategic</td>
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<td>composition of NOFO committee, establishing work group of people with lived</td>
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<td>August 9</td>
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<td>Special LB/CoC Committee Meeting. <em>Action items:</em> Strategic Direction</td>
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<td>August 8th</td>
<td>EOH and consultants draft proposed rating and ranking policy and process,</td>
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<td>August 10</td>
<td>CoC Committee NOFO Orientation Meeting. <em>Action item:</em> approves rating and</td>
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<td>ranking policy, process, rating factors</td>
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<td>August 12</td>
<td>Beginner’s NOFO orientation</td>
<td></td>
</tr>
<tr>
<td>August 16</td>
<td>Bidder’s conference, open local application process</td>
<td></td>
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<tr>
<td>August 17-</td>
<td></td>
<td>CoC NOFO Committee Meeting. <em>Action item:</em> approves rating and ranking policy,</td>
</tr>
<tr>
<td>19</td>
<td></td>
<td>process, rating factors</td>
</tr>
<tr>
<td>August 18</td>
<td></td>
<td>First meeting of work group of people with lived experience to begin</td>
</tr>
<tr>
<td></td>
<td></td>
<td>developing Plan; discuss draft priorities.</td>
</tr>
<tr>
<td>August 22</td>
<td>LB/HUD CoC Regular Meeting. NOFO Action items TBD.</td>
<td>LB/HUD CoC Regular Meeting. NOFO Action items TBD.</td>
</tr>
<tr>
<td>August 23</td>
<td></td>
<td>Bidder’s conference, open local application process</td>
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<tr>
<td>August 30</td>
<td>Deadline for applications to be submitted to EOH (HUD mandated deadline)</td>
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<tr>
<td>September 8</td>
<td></td>
<td>Second meeting of work group for people with lived experience; review and</td>
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<tr>
<td></td>
<td></td>
<td>discuss draft plan sections</td>
</tr>
<tr>
<td>Date</td>
<td>Regular NOFO</td>
<td>Special NOFO</td>
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<tr>
<td>September 14</td>
<td>NOFO Committee rating and ranking session</td>
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<tr>
<td>September 15</td>
<td>Applicants receive results of rating and ranking (HUD mandated deadline);</td>
<td>Deadline for applications to be submitted to EOH (HUD mandated deadline)</td>
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<tr>
<td></td>
<td>appeals period opens</td>
<td></td>
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<tr>
<td>Sept 16 to 22</td>
<td>Appeals panel session and NOFO committee meeting if needed</td>
<td></td>
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<tr>
<td>September 20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>September 22</td>
<td>Appeals period ends</td>
<td></td>
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<tr>
<td>September 26</td>
<td>LB/CoC meets to approve Project Priority List</td>
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<tr>
<td>September 30</td>
<td><strong>HUD Deadline for Submission</strong></td>
<td></td>
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<tr>
<td>October 4</td>
<td></td>
<td>NOFO Committee rating and ranking session</td>
</tr>
<tr>
<td>October 5</td>
<td><strong>Applicants receive results of rating and ranking (HUD mandated deadline), appeals period opens</strong></td>
<td></td>
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<tr>
<td>October 6 to 12</td>
<td>Appeals panel session and NOFO committee meeting if needed</td>
<td></td>
</tr>
<tr>
<td>October 12</td>
<td>Appeals period ends</td>
<td></td>
</tr>
<tr>
<td>October 13</td>
<td>Third and final meeting of work group; review and approve final Plan and support letter.</td>
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<tr>
<td>October 17</td>
<td>LB/CoC meets to approve Project Priority List</td>
<td></td>
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<tr>
<td>October 20</td>
<td><strong>HUD deadline for Submission</strong></td>
<td></td>
</tr>
</tbody>
</table>