

Before Starting the CoC Application

You must submit all three of the following parts in order for us to consider your Consolidated Application complete:

1. the CoC Application,
2. the CoC Priority Listing, and
3. all the CoC's project applications that were either approved and ranked, or rejected.

As the Collaborative Applicant, you are responsible for reviewing the following:

1. The FY 2023 CoC Program Competition Notice of Funding Opportunity (NOFO) for specific application and program requirements.
2. The FY 2023 CoC Application Detailed Instructions which provide additional information and guidance for completing the application.
3. All information provided to ensure it is correct and current.
4. Responses provided by project applicants in their Project Applications.
5. The application to ensure all documentation, including attachment are provided.

Your CoC Must Approve the Consolidated Application before You Submit It
- 24 CFR 578.9 requires you to compile and submit the CoC Consolidated Application for the FY 2023 CoC Program Competition on behalf of your CoC.

- 24 CFR 578.9(b) requires you to obtain approval from your CoC before you submit the Consolidated Application into e-snaps.

Answering Multi-Part Narrative Questions

Many questions require you to address multiple elements in a single text box. Number your responses to correspond with multi-element questions using the same numbers in the question. This will help you organize your responses to ensure they are complete and help us to review and score your responses.

Attachments

Questions requiring attachments to receive points state, "You Must Upload an Attachment to the 4B. Attachments Screen." Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process. Include a cover page with the attachment name.

- Attachments must match the questions they are associated with—if we do not award points for evidence you upload and associate with the wrong question, this is not a valid reason for you to appeal HUD's funding determination.

- We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).

1A. Continuum of Care (CoC) Identification

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

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. Coordination and Engagement–Inclusive Structure and Participation

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

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1B-1.	Inclusive Structure and Participation–Participation in Coordinated Entry.	
	NOFO Sections V.B.1.a.(1), V.B.1.e., V.B.1f., and V.B.1.p.	
	In the chart below for the period from May 1, 2022 to April 30, 2023:	
	1. select yes or no in the chart below if the entity listed participates in CoC meetings, voted—including selecting CoC Board members, and participated in your CoC’s coordinated entry system; or	
	2. select Nonexistent if the organization does not exist in your CoC’s geographic area:	

	Organization/Person	Participated in CoC Meetings	Voted, Including Electing CoC Board Members	Participated in CoC’s Coordinated Entry System
1.	Affordable Housing Developer(s)	Yes	Yes	Yes
2.	CDBG/HOME/ESG Entitlement Jurisdiction	Yes	Yes	Yes
3.	Disability Advocates	Yes	Yes	Yes
4.	Disability Service Organizations	Yes	Yes	Yes
5.	EMS/Crisis Response Team(s)	Yes	Yes	Yes
6.	Homeless or Formerly Homeless Persons	Yes	Yes	Yes
7.	Hospital(s)	Yes	Yes	Yes
8.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Nonexistent	No	No
9.	Law Enforcement	Yes	Yes	Yes
10.	Lesbian, Gay, Bisexual, Transgender (LGBTQ+) Advocates	Yes	Yes	Yes
11.	LGBTQ+ Service Organizations	Yes	Yes	Yes
12.	Local Government Staff/Officials	Yes	Yes	Yes
13.	Local Jail(s)	Yes	Yes	Yes
14.	Mental Health Service Organizations	Yes	Yes	Yes
15.	Mental Illness Advocates	Yes	Yes	Yes

16.	Organizations led by and serving Black, Brown, Indigenous and other People of Color	Yes	Yes	Yes
17.	Organizations led by and serving LGBTQ+ persons	Yes	Yes	Yes
18.	Organizations led by and serving people with disabilities	Yes	Yes	Yes
19.	Other homeless subpopulation advocates	Yes	Yes	Yes
20.	Public Housing Authorities	Yes	Yes	Yes
21.	School Administrators/Homeless Liaisons	Yes	Yes	Yes
22.	Street Outreach Team(s)	Yes	Yes	Yes
23.	Substance Abuse Advocates	Yes	Yes	Yes
24.	Substance Abuse Service Organizations	Yes	Yes	Yes
25.	Agencies Serving Survivors of Human Trafficking	Yes	Yes	Yes
26.	Victim Service Providers	Yes	Yes	Yes
27.	Domestic Violence Advocates	Yes	Yes	Yes
28.	Other Victim Service Organizations	Yes	Yes	Yes
29.	State Domestic Violence Coalition	No	No	No
30.	State Sexual Assault Coalition	No	No	No
31.	Youth Advocates	Yes	Yes	Yes
32.	Youth Homeless Organizations	Yes	Yes	Yes
33.	Youth Service Providers	Yes	Yes	Yes
	Other: (limit 50 characters)			
34.	County Public Child Welfare Agency	Yes	Yes	Yes
35.	Health Care Organization	Yes	Yes	Yes

1B-2.	Open Invitation for New Members.	
	NOFO Section V.B.1.a.(2)	

	Describe in the field below how your CoC:
1.	communicated a transparent invitation process annually (e.g., communicated to the public on the CoC's website) to solicit new members to join the CoC;
2.	ensured effective communication and access for persons with disabilities, including the availability of accessible electronic formats; and
3.	invited organizations serving culturally specific communities experiencing homelessness in the geographic area to address equity (e.g., Black, Latino, Indigenous, LGBTQ+, and persons with disabilities).

(limit 2,500 characters)

1. INVITE PROCESS: CoC membership is open to any individual interested in and committed to the effort to end homelessness in Alameda County. Individuals join via a brief online application prominently linked on the CoC’s website. New members are solicited at two annual community meetings, both open to the public. Partners who serve underrepresented communities extend invitations to their clients. Partners that provide services for people with lived experience are asked to promote the annual community meetings by posting flyers in areas where current and former clients are likely to see the invitation.

2. ACCESSIBILITY: The CoC communicates via email and website postings, both accessible electronic formats. All invitations are available online and through email, available in large print formats, compatible with assistive technology, and translated in languages other than English upon request. CoC meetings currently take place exclusively via Zoom which incorporates a wide range of accessibility features including closed captioning, recording and use with assistive technology. Any announcements made in meetings are also accessible.

3. CULTURALLY SPECIFIC COMMUNITIES: In Feb. 2022, a new CoC Governance Charter was adopted that designates that all boards and committees include 1/3 individuals with lived experience of homelessness and reflect the racial demographics of the people served by our homelessness response system. The racial diversity metric for boards, committees, and workgroups is set at 40% BIPOC based on the racial demographics reflected in the 2022 Point- In-Time count. A Racial Equity Committee (REC) has been seated to help ensure that racial equity is centered across the homelessness response system and that racially disparate outcomes around homelessness and housing are addressed and eliminated. The committee is advising and holding accountable all other boards, committees, and workgroups, including the Leadership Board, on racial equity goals, metrics, and outcomes. In addition, in the recruitment process for the new Leadership Board, many BIPOC led and BIPOC serving organizations were outreached to directly to encourage participation in the Leadership Board. For the NOFO processes this year, the CoC staff reached out to many BIPOC led/BIPOC serving/LGBTQ+ serving organizations to encourage their participation in a Beginner NOFO session to help educate and prepare organizations that had not applied for HUD funding before.

1B-3.	CoC’s Strategy to Solicit/Consider Opinions on Preventing and Ending Homelessness.	
	NOFO Section V.B.1.a.(3)	
	Describe in the field below how your CoC:	
1.	solicited and considered opinions from a broad array of organizations and individuals that have knowledge of homelessness, or an interest in preventing and ending homelessness;	
2.	communicated information during public meetings or other forums your CoC uses to solicit public information;	
3.	ensured effective communication and access for persons with disabilities, including the availability of accessible electronic formats; and	
4.	took into consideration information gathered in public meetings or forums to address improvements or new approaches to preventing and ending homelessness.	

(limit 2,500 characters)

1.SOLICIT/CONSIDER OPINION: The CoC Leadership Board and committees solicit opinions from a broad array of organizations and individuals with knowledge of or an interest in preventing and ending homelessness. Opinions are solicited via public meetings, focus groups, committees, online surveys, email outreach, and social media. Invitations, agendas with Zoom links, and minutes are posted on the CoC’s website. All meetings are open to the public, post agendas in advance and welcome public comment. Announcements are shared through Constant Contact to a 4,000+ person list of citizens, providers, agency staff, and elected officials to ensure the inclusion of all communities and constituents in Alameda County.

2.COMMUNICATE INFORMATION AT PUBLIC MEETINGS: The CoC’s monthly Leadership Board meetings are open to the public and provide an opportunity for anyone to provide input on funding priorities, strategies for reducing homelessness, CoC governance and other topics. The next community meeting will be held in October 2023.

3.ENSURES EFFECTIVE COMMUNICATION AND ACCESS: The CoC encourages input from individuals from a wide range of backgrounds and strives to make opportunities for input as accessible as possible. Community meetings, Leadership Board Meetings and committee meetings are all announced via email and website postings, both accessible electronic formats. All invitations are available online and through email, available in large print formats, compatible with assistive technology, and translated in languages other than English upon request. Meetings currently take place exclusively via Zoom which incorporates a wide range of accessibility features including closed captioning, recording and use with assistive technology. Any announcements made in meetings are also accessible.

4.CONSIDERS INFORMATION FROM PUBLIC MEETINGS: In 2023, the CoC committees held many public meetings to gather information to inform the implementation of the new Governance Charter. This input resulted in a number of refinements to the governance structure, including having a designated Racial Equity Liaison on every committee tasked with coordinating with the Racial Equity Committee. The Home Together 2026 Community Plan (a 5-year strategic initiative to dramatically reduce homelessness in Alameda County) was informed by an extensive community input process which led to significant changes in the final report, including adding new emergency shelter/crisis housing resources.

1B-4.	Public Notification for Proposals from Organizations Not Previously Awarded CoC Program Funding.	
	NOFO Section V.B.1.a.(4)	
	Describe in the field below how your CoC notified the public:	
1.	that your CoC will consider project applications from organizations that have not previously received CoC Program funding;	
2.	about how project applicants must submit their project applications—the process;	
3.	about how your CoC would determine which project applications it would submit to HUD for funding; and	
4.	ensured effective communication and access for persons with disabilities, including the availability of accessible electronic formats.	

(limit 2,500 characters)

1. NEW AGENCIES: The CoC (through its Operational Support Contractor and NOFO Consultant) broadly advertised the availability of funding for new projects through the 2023 CoC competition and explicitly encouraged organizations not currently receiving funding to apply. Outreach emails were sent to more than 4,500 addresses from a Constant Contact database that includes any interested person or organization, not just CoC membership. The 2023 Instructions for new projects explicitly state that eligible applicants include non-CoC funded projects. Attendees at the Bidder's Conference included both CoC and non-CoC funded organizations. The CoC also provided a separate "CoC 101" Orientation session for potential new applicants and an E-Snaps orientation session; both of which were attended by organizations not previously funded. The final Project Priority list includes applications for projects from 2 organizations that have not previously received CoC funding (Insight Housing and SAVE)

2. SUBMITTING APPS: The process for submitting applications was publicly posted on the CoC's website, announced via email to more than 4,500 addresses, and explained during a virtual (Zoom) bidder's conference. Technical assistance was available via email, telephone and one-on-one Zoom meetings.

3. REVIEW PROCESS: The process for scoring applications and selecting projects to include on the Project Priority List was publicly posted on the CoC's website, announced via email to 4,500 addresses and explained during a virtual (Zoom) bidder's conference. All applications for new funding were scored based on alignment with local priorities, track record of performance in comparable projects, budget and cost effectiveness, and applicant capacity. Applicants with no track record with CoC-funded projects were able to compete equally with CoC-funded applicants by providing data from comparable non-CoC funded projects.

4. EFFECTIVE COMMUNICATIONS: All communications and application materials regarding the local CoC application process are made in accessible electronic formats via email and posting online, and in large print formats, compatible with assistive technology, and translated in languages other than English upon request. The CoC bidder's conference, CoC 101 introduction for new applicants, and e-snaps orientation all take place via Zoom which incorporates a wide range of accessibility features including closed captioning, recording and use with assistive technology.

1C. Coordination and Engagement

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

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1C-1.	Coordination with Federal, State, Local, Private, and Other Organizations.	
	NOFO Section V.B.1.b.	
	In the chart below:	
	1. select yes or no for entities listed that are included in your CoC's coordination, planning, and operations of projects that serve individuals, families, unaccompanied youth, persons who are fleeing domestic violence who are experiencing homelessness, or those at risk of homelessness; or	
	2. select Nonexistent if the organization does not exist within your CoC's geographic area.	

	Entities or Organizations Your CoC Coordinates with for Planning or Operations of Projects	Coordinates with the Planning or Operations of Projects?
1.	Funding Collaboratives	Yes
2.	Head Start Program	Yes
3.	Housing and services programs funded through Local Government	Yes
4.	Housing and services programs funded through other Federal Resources (non-CoC)	Yes
5.	Housing and services programs funded through private entities, including Foundations	Yes
6.	Housing and services programs funded through State Government	Yes
7.	Housing and services programs funded through U.S. Department of Health and Human Services (HHS)	Yes
8.	Housing and services programs funded through U.S. Department of Justice (DOJ)	Yes
9.	Housing Opportunities for Persons with AIDS (HOPWA)	Yes
10.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Nonexistent
11.	Organizations led by and serving Black, Brown, Indigenous and other People of Color	Yes
12.	Organizations led by and serving LGBTQ+ persons	Yes
13.	Organizations led by and serving people with disabilities	Yes
14.	Private Foundations	Yes
15.	Public Housing Authorities	Yes
16.	Runaway and Homeless Youth (RHY)	Yes
17.	Temporary Assistance for Needy Families (TANF)	Yes
	Other:(limit 50 characters)	

18.		
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1C-2.	CoC Consultation with ESG Program Recipients.	
	NOFO Section V.B.1.b.	

Describe in the field below how your CoC:	
1.	consulted with ESG Program recipients in planning and allocating ESG Program funds;
2.	participated in evaluating and reporting performance of ESG Program recipients and subrecipients;
3.	provided Point-in-Time (PIT) count and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions within its geographic area; and
4.	provided information to Consolidated Plan Jurisdictions to address homelessness within your CoC's geographic area so it could be addressed in the Consolidated Plan update.

(limit 2,500 characters)

1.COC CONSULT WITH ESG RECIPIENTS: Alameda County has 3 ESG recipients (the Urban County, City of Berkeley, and City of Oakland). The Urban County includes Albany, Emeryville, Piedmont, Newark, Dublin and the unincorporated County). Oakland, Berkeley and the County all serve on the CoC Leadership Board, which meets monthly, and establishes funding priorities for local use of ESG and CoC funds. The ESG recipients and additional and other cities in Alameda County all participate actively on Committees including the Leadership Board, System Impact and Standards Compliance and Funding.

2.COC EVALUATES ESG PERFORMANCE: The CoC's Standards, Compliance and Funding Committee is responsible for evaluating the outcomes of ESG and CoC funded projects and reporting results to the Leadership Board. This committee uses HMIS performance data to evaluate ESG funded activities. The CoC's Collaborative Applicant and HMIS lead, Alameda County OHCC, provides HMIS, HIC, PIT and performance data to ESG recipient and Con Plan jurisdictions as needed for analysis of the performance of ESG-funded projects in their jurisdictions, as well as analysis of system needs and gaps, planning and reporting.

3.PROVIDE PIT/HIC DATA: In May 2022 (the most recent year in which an unsheltered PIT count was conducted), all 14 cities in Alameda County (including all Con Plan jurisdictions) and the Unincorporated County received a specific Point in Time Count infographic report that included high level data regarding the sheltered and unsheltered count. The data was made available so that jurisdictions could receive their data much earlier than in the past, and to make more informed decisions around planning and resources. In addition, a data dashboard was released at this time that provided more detailed information for the community regarding the Point in Time Count data.

4.INFO TO CONSOLIDATED PLAN JURISDICTIONS: CoC and ESG recipient staff meet annually to review ESG allocation and local program policies to ensure they align with CoC priorities. Currently, ESG recipients align funding with the CoC's plan and Coordinated Entry by supporting emergency shelter and rapid rehousing slots for chronically homeless and high need individuals and families. The CoC's TA consultants draft and/or review Consolidated Plan updates and annual reports, ensuring use of data and alignment with CoC priorities. The CoC's consultants also advise ESG allocation committees as needed.

1C-3.	Ensuring Families are not Separated.	
	NOFO Section V.B.1.c.	

Select yes or no in the chart below to indicate how your CoC ensures emergency shelter, transitional housing, and permanent housing (PSH and RRH) do not deny admission or separate family members regardless of each family member's self-reported sexual orientation and gender identity:

1.	Conducted mandatory training for all CoC- and ESG-funded service providers to ensure families are not separated.	Yes
2.	Conducted optional training for all CoC- and ESG-funded service providers to ensure families are not separated.	Yes
3.	Worked with ESG recipient(s) to adopt uniform anti-discrimination policies for all subrecipients.	Yes
4.	Worked with ESG recipient(s) to identify both CoC- and ESG-funded facilities within your CoC's geographic area that might be out of compliance and took steps to work directly with those facilities to bring them into compliance.	Yes
5.	Sought assistance from HUD by submitting questions or requesting technical assistance to resolve noncompliance by service providers.	No

1C-4.	CoC Collaboration Related to Children and Youth—SEAs, LEAs, School Districts.	
	NOFO Section V.B.1.d.	

Select yes or no in the chart below to indicate the entities your CoC collaborates with:

1.	Youth Education Provider	Yes
2.	State Education Agency (SEA)	Yes
3.	Local Education Agency (LEA)	Yes
4.	School Districts	Yes

1C-4a.	Formal Partnerships with Youth Education Providers, SEAs, LEAs, School Districts.	
	NOFO Section V.B.1.d.	

Describe in the field below the formal partnerships your CoC has with at least one of the entities where you responded yes in question 1C-4.

(limit 2,500 characters)

FORMAL PARTNERSHIPS W/ LEA: Alameda County Office of Education (ACOE)'s Homeless Youth Services (overseeing McKinney Vento compliance) worked with the CoC and local McKinney Vento liaisons in 18 school districts and charter schools via formal partnerships. Liaisons coordinated services to ensure that homeless children and youth enrolled in school and have the opportunity to succeed academically. ACOE worked closely with the CoC to improve the method of counting unsheltered families in the 2022 PIT Count. ACOE identified 7 districts serving unsheltered families and had their McKinney Vento liaisons reach out to each family to identify their location on the day of the count.

FORMAL PARTNERSHIPS W/ SCHOOL DISTRICTS: Two of the Access Points in Alameda County's CE System, North County Housing Resource Center and Oakland Housing Resource Center (covering Berkeley and Emeryville) work directly with school district McKinney Vento liaisons to coordinate care and services for families with children receiving Housing Crisis services. In the cities of San Leandro, Alameda and Oakland, McKinney Vento liaisons come to shelters and sign children and youth up for school. Oakland Head Start has received grant funding to serve the children in shelters with a mobile van classroom. In Alameda, the staff at Alameda Family Services prioritizes the children at the Midway Shelter for their Head Start program and comes to the shelter to enroll them.

1C-4b.	Informing Individuals and Families Experiencing Homelessness about Eligibility for Educational Services.	
	NOFO Section V.B.1.d.	

Describe in the field below written policies and procedures your CoC uses to inform individuals and families who become homeless of their eligibility for educational services.

(limit 2,500 characters)

The Alameda County Homelessness Response System Written Standards (revised in February 2023), set out the CoC’s policies relating to educational services for families experiencing homelessness. The policies require that “family and youth serving homelessness response system agencies should assess educational needs at intake, inform families about educational services for which they are eligible, and provide advocacy with school districts to secure desired services, including having established relationships with the McKinney coordinators in each applicable school system or district.” The Alameda County Shelter Standards for Year Round Shelters (updated in April 2022) further require that: “shelters serving families must have procedures in place for collaborating with local K-12 education support programs and the schools; heads of households must be advised of their rights as they relate to the public education system; shelter policies and practices must be consistent with laws related to providing education services to individuals and families; and shelters must have a designated staff person responsible for ensuring that children are enrolled in school and receive educational services, as appropriate.”

The CoC has adopted several additional policies to ensure that families experiencing homelessness can access educational services. The CoC requires that school-aged children are enrolled in school 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 from CoC programs assess educational needs at intake, inform families of educational services for which they are eligible and provide advocacy with school districts to ensure desired services are accessed. Verification letters for school free lunch programs, school site resources (i.e., tutoring and counseling services) and any other services needed to protect education rights of the child are provided as needed. Family and youth serving agencies in the CoC attend quarterly provider meetings for several districts to ensure children and youth access services and programs that best meet their needs, such as literacy skills, earning their GED, or complete certificates at vocational schools or community colleges.

1C-4c.	Written/Formal Agreements or Partnerships with Early Childhood Services Providers.	
	NOFO Section V.B.1.d.	

Select yes or no in the chart below to indicate whether your CoC has written formal agreements or partnerships with the listed providers of early childhood services:

		MOU/MOA	Other Formal Agreement
1.	Birth to 3 years	No	Yes
2.	Child Care and Development Fund	No	No
3.	Early Childhood Providers	No	No
4.	Early Head Start	No	No
5.	Federal Home Visiting Program–(including Maternal, Infant and Early Childhood Home and Visiting or MIECHV)	No	No
6.	Head Start	No	Yes
7.	Healthy Start	No	No
8.	Public Pre-K	No	No

9.	Tribal Home Visiting Program Other (limit 150 characters)	No	No
10.	Maternal and Child Health	No	Yes

1C-5.	Addressing Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors—Collaboration with Federally Funded Programs and Victim Service Providers. NOFO Section V.B.1.e.
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In the chart below select yes or no for the organizations your CoC collaborates with:

	Organizations	
1.	state domestic violence coalitions	Yes
2.	state sexual assault coalitions	Yes
3.	other organizations that help this population	Yes

1C-5a.	Collaboration with Federally Funded Programs and Victim Service Providers to Address Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors. NOFO Section V.B.1.e.
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Describe in the field below how your CoC regularly collaborates with organizations indicated in Question 1C-5 to:

1.	update CoC-wide policies; and
2.	ensure all housing and services provided in the CoC's geographic area are trauma-informed and can meet the needs of survivors.

(limit 2,500 characters)

1.UPDATE CoC WIDE POLICIES: Victim Service Providers and other Gender Based Violence (GBV) organizations participate actively in CoC governance committees to ensure survivors are considered in every CoC-wide policy, including the Emergency Transfer Plan in the CoC’s Homelessness Response System Written Standards that were updated in February 2023. When Emergency Housing Vouchers (EHVs) became available in 2021, these providers came together to develop a plan for implementation of a set-aside of 87 vouchers for survivors. Over the past several years this work has deepened the involvement of GBV providers in the CoC and in housing efforts more broadly, including forging relationships between the provider community and Housing Authorities. DV and GBV organizations participate in the CoC Outreach, Access and Coordination Committee meetings to identify where the CoC’s crisis response system needs to be more survivor-centered. In an example of how this has impacted CoC- wide policies, the CoC has recognized the need for a new parallel Coordinated Entry System (CES) for survivors and has secured DV Bonus funding for a new DV-CE system. OHCC (the Collaborative Applicant), Building Futures, Family Violence Law Center, and Eden I&R 211 are working on a plan to establish a parallel and connected CES for survivors in Alameda County. This group has selected Bitfocus as the vendor to create a DV-CE database that will run in parallel to the main CE, allow for the two systems to be better coordinated, and provide a mechanism to refer survivors from the DV system to the main CE housing queue.

2.TRAUMA-INFORMED HOUSING AND SERVICES: DV and GBV serving agencies meet at least monthly to identify gaps and address areas of need within the CoC. More than 11 agencies are part of this collaborative. Based on guidance from DV organizations, CES triage questions are designed to determine if someone may be fleeing or attempting to flee domestic violence or human trafficking, or is a survivor of domestic violence or human trafficking. If so, DV resources are offered immediately. Through the new DV-CES project the CoC has established designated Access Points for people fleeing domestic or gender-based violence so that they may receive specialty services. A separate CoC DV-SSO grant provides funding to Building Futures for Women and Children to train CoC providers on providing trauma-informed and evidence-based services to survivors.

1C-5b.	Coordinated Annual Training on Best Practices to Address the Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors.	
NOFO Section V.B.1.e.		
Describe in the field below how your CoC coordinates to provide training for:		
1.	project staff that addresses best practices (e.g., trauma-informed, victim-centered) on safety and planning protocols in serving survivors of domestic violence and indicate the frequency of the training in your response (e.g., monthly, semi-annually); and	
2.	Coordinated Entry staff that addresses best practices (e.g., trauma informed care) on safety and planning protocols in serving survivors of domestic violence and indicate the frequency of the training in your response (e.g., monthly, semi-annually).	

(limit 2,500 characters)

1.COC TRAINS PROGRAM STAFF: The CoC secured a DV-CE grant that includes funding for training of providers in the CoC. Training is provided by a collaborative of DV service providers, including the Family Violence Law Center and Building Futures (a DV service provider and key partner in the new DV-CE project currently being implemented) and cover topics including: defining domestic violence, types of abuse, red flags, barriers faced by survivors trying to leave their abusive relationship, things to know when working with a domestic violence survivor, safety planning/technology safety, differences between safe houses and emergency shelters, domestic violence restraining order hearings, impact of domestic violence on kids, and more. In 2022, Building Futures hosted multiple trainings reaching a total of 380 CoC agency staff attendees.

2.COC TRAINS COORDINATED ENTRY STAFF: the Alameda County Office of Homeless Care and Coordination (OHCC, the Collaborative Applicant) provides regular training and best practices on trauma informed care and safety protocols for all CE staff. All staff providing CE services go through a virtual training series on DV best practices. Coordinated Entry staff training and updates were informed based on feedback from survivor agencies about how clients were being served by and accessing CES. Family Violence Law Center held focus groups and informational sessions with all the homeless outreach teams and access point staff and street outreach teams received DV training to help them identify and serve survivors. Family Violence Law Center and Building Futures provide informal training to 211 call center staff and providers on safety practices. The new DV CES is informed by the expertise of DV serving agencies in the CoC. When the new DV CES is fully implemented, Eden I&R (the 211 provider) will provide tailored training to their operators to ensure people fleeing violence reach staff who understand safety protocols and shelter and housing resources.

1C-5c.	Implemented Safety Planning, Confidentiality Protocols in Your CoC's Coordinated Entry to Address the Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors.	
	NOFO Section V.B.1.e.	
	Describe in the field below how your CoC's coordinated entry includes:	
1.	safety planning protocols; and	
2.	confidentiality protocols.	

(limit 2,500 characters)

1. SAFETY PLANNING PROTOCOLS: CE policies and procedures establish a robust system of safety planning protocols. Safety Screening is completed as a primary step by all Access Points to identify any emergency health or safety needs that a household seeking assistance may have, and to make an immediate connection to the appropriate response, including police, medical, or domestic violence services. Persons fleeing domestic violence or seeking victim services who are not in need of immediate emergency services must be offered the option to seek housing assistance through the Housing Crisis Response System, through the County’s network of domestic violence or victim services organizations, or through both. For those wishing to be assisted through the domestic violence organizations, they must be immediately connected to a regional Domestic Violence hotline. Each regional DV hotline is available on a 24/7 basis. At times providers may also call individual organizations if the hotline does not yield the necessary resource. All Access Points complete safety screening as a first step when someone seeks services at an Access Point and training related to this is provided as part of the Coordinated Entry training series that is available online and on demand and required for Access Point staff. Triage for Coordinated Entry includes questions designed to determine if someone may be a fleeing or attempting to flee domestic violence or human trafficking or is a survivor of the same. Anyone identified as a survivor is offered DV resources. If the person who is a survivor declines these resources, and continues to the next step in the workflow, which is a Housing Problem Solving conversation, safety considerations and any safety planning is addressed in the resolution plan.

2. CONFIDENTIALITY PROTOCOLS: Within the current CES, the contracted 211 provider identifies callers’ needs and routes callers to appropriate resources including homeless services and programs to support survivors of domestic violence (DV), human trafficking, and other gender-based violence. If a client accesses the system through CE, intake begins with an anonymous Safety Screening with built-in protocol to connect households to Victim Service Providers (VSP). Through a Housing Crisis Screening, households may choose how to access the system. All HMIS and other applicable privacy and security policies are extended to any data collection methods outside of HMIS as well as case conferencing.

1C-5d.	Used De-identified Aggregate Data to Address the Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors.	
	NOFO Section V.B.1.e.	

Describe in the field below:	
1.	the de-identified aggregate data source(s) your CoC used for data on survivors of domestic violence, dating violence, sexual assault, and stalking; and
2.	how your CoC uses the de-identified aggregate data described in element 1 of this question to evaluate how to best meet the specialized needs related to domestic violence and homelessness.

(limit 2,500 characters)

1.DE-IDENTIFIED AGGREGATE DATA TO ADDRESS DV NEED: The CoC uses a number of data sources to assess community needs related to domestic violence, dating violence, sexual assault, and stalking, including the National Network to End Domestic Violence, the California Department of Justice, and the California Partnership to End Domestic Violence. Alameda County has seven providers that serve DV survivors, operate 24-hour hotlines, provide shelter and housing; several of these receive CoC funding and are required to have comparable databases. This data is analyzed to help determine where there are unmet needs for survivors of domestic violence, dating violence, sexual assault, and stalking. The CoC also uses PIT Count data to determine system-wide needs related to domestic violence. The new DV CES project that received HUD CoC funding in 2021 will provide more thorough and accurate data to improve DV services planning.

2.HOW DE-IDENTIFIED DATA IS USED TO EVALUATE/MEET NEEDS RELATED TO DV AND HOMELESSNESS: The CoC draws on these data sources to better understand system needs related to DV. For example, PIT data helped us determine how many Emergency Housing Vouchers to allocate for DV survivors. Through the new DV CES project, the CoC has created a network of four specialized access points for DV survivors. Once the new DV-CE data system is operationalized, it will provide data solutions to give DV survivors access to the same range of programs and services as all other applicants for services. Housing Problem Solving services delivered at these access points will be adapted to the safety needs of survivors. Utilizing information in the HMIS-comparable database, VSPs will report aggregate data and this data will be used to refine and improve the system.

** **

1C-5e.	Implemented Emergency Transfer Plan Policies and Procedures for Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors.	
	NOFO Section V.B.1.e.	

Describe in the field below how your CoC communicates to all individuals and families seeking or receiving CoC Program assistance:

1.	whether your CoC has policies and procedures that include an emergency transfer plan;
2.	the process for individuals and families to request an emergency transfer; and
3.	the process your CoC uses to respond to individuals' and families' emergency transfer requests.

(limit 2,500 characters)

1. ETP POLICIES: In June 2023, the CoC’s System Coordination Committee and Leadership Board adopted a Health and Safety Transfer Policy as part of the CE policies and procedures, and these policies are communicated to individuals and families through program providers as well as CE staff. The policy covers the handling of health and safety transfer requests for tenants of all covered housing programs for which referrals are made through the Alameda County Coordinated Entry process. It follows all requirements of VAWA and utilizes aspects of the HUD model plan, however is more expansive in that it includes people with other health and safety needs requiring a transfer. VAWA transfers are the highest priority. A tenant can initiate both an intra and inter-program transfer if there is not a safe unit immediately available within their current program. The plan also includes provisions to connect people with temporary accommodations to address immediate safety needs if a safe unit isn’t immediately available. Housing Authorities and PSH providers in Alameda County also have ETP policies and procedures based on HUD’s model.

2. REQUEST OF AN EMERGENCY TRANSFER: All participants in CoC funded programs receive information on how to make a written request for an emergency transfer, and informed that such information is kept confidential. The CoC policy includes provisions that the tenant’s service provider must assist them in completing the request and act as a liaison between OHCC and the tenant.

3. PROCESS TO RESPOND. For intra-program requests, the housing provider will work with the tenant to locate and move to an appropriate available unit. For inter-program transfers, OHCC will review transfer requests as quickly as possible and approve or deny the request. Participants for whom the request is approved will be placed in the CE transfer pool and offered the next available unit for which they are eligible. OHCC will work with the tenant’s current housing provider to execute the referral and transfer. If the tenant receives HCV assistance or a different type of tenant-based subsidy, the provider will assist tenant with a move to a safe unit using existing HCV assistance and make exceptions to program regulations restricting moves.

1C-5f.	Access to Housing for Survivors of Domestic Violence, Dating Violence, Sexual Assault, and Stalking.	
	NOFO Section V.B.1.e.	

Describe in the field below how your CoC:	
1.	ensures that survivors of domestic violence, dating violence, sexual assault, or stalking have safe access to all of the housing and services available within the CoC’s geographic area; and
2.	proactively identifies systemic barriers within your homeless response system that create barriers to safely house and provide services to survivors of domestic violence, dating violence, sexual assault, or stalking.

(limit 2,500 characters)

1. ENSURE ACCESS: The CoC circulates information broadly about how people fleeing violence or currently experiencing homelessness can access Coordinated Entry System Access Points (211, housing resources, and Housing Resource Centers). Anyone who reaches out for assistance from an Access Point is given a safety assessment, whereupon anyone identified as experiencing DV, dating violence, sexual assault or stalking is given the option to be served by a DV provider. The CoC has received funding for a new DV specific CES in which victim services organizations will use a comparable DV CES database and will participate in CE through dedicated Access Points. The DV CES will utilize separate and non-shared data collection and unique identifiers that protect participant privacy while allowing survivors enrolled in domestic violence programs access to the resources of the larger Coordinated Entry System. The DV CES databases will allow these dedicated Access Points to enter data and analyze data in a way that mirrors HMIS, including assessments and an assessment scoring processor. Data solutions will allow information entered into the non-HMIS databases to be integrated with the main housing queue in a way that protects confidentiality while ensuring equitable access to resources. In this way, the CoC will ensure that survivors have the same access to all of the housing and services available as other people experiencing homelessness while protecting confidentiality.

2. IDENTIFY BARRIERS: The Alameda County CoC has identified the lack of affordable housing and permanent supportive housing as a critical barrier facing all people experiencing homelessness, including domestic violence survivors. To help fill this gap, the County has partnered with Housing Authorities within the CoC’s geography to set aside 10% of Emergency Housing Vouchers for households fleeing domestic violence. Another barrier is the structure of CE and the inability of DV survivors to be on the main CE housing queue due to them not being entered into HMIS. The CoC has received a CoC grant to develop and implement a DV-CE system and this work includes identifying a strategy to integrate the main CE queue with a DV specific queue. The CoC has selected an HMIS compatible database vendor that will design a system and process to create an integrated queue. The CoC has also requested HUD TA to help problem solve the housing access issues and have been assigned to work with Cloudburst.

1C-5g.	Ensuring Survivors With a Range of Lived Expertise Participate in Developing CoC-Wide Policy and Programs.	
	NOFO Section V.B.1.e.	
	Describe in the field below how your CoC:	
1.	ensured survivors with a range of lived expertise are involved in the development of your CoC-wide policy and programs; and	
2.	accounted for the unique and complex needs of survivors.	

(limit 2,500 characters)

1. INVOLVED SURVIVORS IN THE DEVELOPMENT OF COCWIDE POLICIES AND PROGRAMS: The CoC recognizes that the voice of people with lived experience of homelessness is essential to how we design and implement an effective homelessness response system in Alameda County. In the revision to its governance charter approved in February 2022, the CoC set a representation metric of at least 33% lived experience on all boards, committees, and workgroups. In 2023, these new requirements have been implemented. Each committee is currently composed of at least 1/3 people with lived experience, including standing committees, ad hoc committees (NOFO, Nominations Committee) and workgroups (Roles and Responsibilities, etc.). While our CoC does not ask committee members if they have lived experience of domestic violence (we feel this is a privacy issue), we know that many people who have experienced homelessness have also experienced DV. People with lived experience who serve on CoC committees are involved with developing all CoC-wide policies, including the CoC Governance charter and its implementation as well as policies relating to evaluation and monitoring of CoC funded programs, CE implementation, the CoC NOFO process; processes for analyzing racial disparities and developing strategies to address them, and generally weighing in with ideas on how to make our CoC more person-centered, equitable and transparent.

2. ACCOUNTING FOR THE UNIQUE NEEDS OF SURVIVORS. As part of the process for gathering information for the design of the EHV program for DV survivors, providers gathered input utilizing a participant survey and conducting a focus group of DV survivors who received EHV vouchers. Responses to the survey are being used to inform improvements to the program design. Respondents identified case management support as a huge factor to the success the EHV project, with their assistance with housing navigation, preparation for landlord/property management meetings, move-in support and skill building to help them stay housed. However, they also identified a need for more intensive attention from their case managers because there was so much involved from housing navigation to meeting landlords to applying for furniture and settling into their new home and community. Lack of this level of support presents a barrier for many households to becoming housed.

1C-6.	Addressing the Needs of Lesbian, Gay, Bisexual, Transgender and Queer+—Anti-Discrimination Policy and Training.	
	NOFO Section V.B.1.f.	

	1. Did your CoC implement a written CoC-wide anti-discrimination policy ensuring that LGBTQ+ individuals and families receive supportive services, shelter, and housing free from discrimination?	Yes
	2. Did your CoC conduct annual 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 (Equal Access Final Rule)?	Yes
	3. Did your CoC conduct annual CoC-wide training with providers on how to effectively implement Equal Access in Accordance With an Individual's Gender Identity in Community Planning and Development Programs (Gender Identity Final Rule)?	Yes

1C-6a.	Anti-Discrimination Policy—Updating Policies—Assisting Providers—Evaluating Compliance—Addressing Noncompliance.	
	NOFO Section V.B.1.f.	

	Describe in the field below:
1.	how your CoC regularly collaborates with LGBTQ+ and other organizations to update its CoC-wide anti-discrimination policy, as necessary to ensure all housing and services provided in the CoC are trauma-informed and able to meet the needs of LGBTQ+ individuals and families;
2.	how your CoC assisted housing and services providers in developing project-level anti-discrimination policies that are consistent with the CoC-wide anti-discrimination policy;
3.	your CoC's process for evaluating compliance with your CoC's anti-discrimination policies; and
4.	your CoC's process for addressing noncompliance with your CoC's anti-discrimination policies.

(limit 2,500 characters)

1.HOW COC COLLABORATES: Organizations representing and working with the LGBTQ+ community and BIPOC-led organizations participate actively in the CoC Leadership Board and CoC committees, including the Racial Equity Committee. Through their work on the board and committees, these organizations have helped to shape the CoC's anti-discrimination and equal access policies as articulated in the Governance Charter, the CoC written standards and CE policies. These documents all include policies addressing non-discrimination and fair housing laws, including HUD's equal access rule. The written standards must be approved by the CoC Standards, Compliance and Funding Committee, which monitors programmatic compliance with HUD and CoC-specific requirements. The standards are subject to revision based on stakeholder feedback. The standards are reviewed and updated annually at a minimum.

2.ASSISTED PROVIDERS: Per the CoC's Anti-Discrimination Policies, all HUD-funded Homeless Assistance Programs shall not discriminate based upon actual or perceived sexual orientation, actual or perceived gender identity, or marital status. Programs must determine eligibility for housing regardless of an individual's sexual orientation or gender identity, grant equal access to programs or facilities consistent with a person's gender identity, and not require anatomical, documentary, physical, or medical evidence of gender identity. In 2022-2023, OHCC worked with the Supportive Housing Learning Collaborative to offer trainings on affirming LBGT+ tenants in supportive housing and peer-to-peer learning sessions on bias awareness and inclusion in housing. The County's HMIS team is also updating required fields in the system to ensure sexual orientation is captured at a level of detail beyond what is required by HUD.

3.PROCESS FOR EVALUATING COMPLIANCE: The CoC's anti-discrimination policies are included in the County's contracts with CoC funded programs. All programs contracted through the County are subject to review by the County's Compliance Office.

4.PROCESS FOR ADDRESSING NON-COMPLIANCE: Instances of non-compliance with the CoC's anti-discrimination policies are pursued by the County's Compliance Office as part of the compliance process, with grievance policies required to be shared and described, and easily accessed.

1C-7.	Public Housing Agencies within Your CoC's Geographic Area—New Admissions—General/Limited Preference—Moving On Strategy.	
	NOFO Section V.B.1.g.	

You must upload the PHA Homeless Preference\PHA Moving On Preference attachment(s) to the 4B. Attachments Screen.

Enter information in the chart below for the two largest PHAs highlighted in gray on the current CoC-PHA Crosswalk Report or the two PHAs your CoC has a working relationship with—if there is only one PHA in your CoC’s geographic area, provide information on the one:

Public Housing Agency Name	Enter the Percent of New Admissions into Public Housing and Housing Choice Voucher Program During FY 2022 who were experiencing homelessness at entry	Does the PHA have a General or Limited Homeless Preference?	Does the PHA have a Preference for current PSH program participants no longer needing intensive supportive services, e.g., Moving On?
Housing Authority of Alameda County	39%	Yes-HCV	Yes
Oakland Housing Authority	87%	Yes-HCV	No

1C-7a.	Written Policies on Homeless Admission Preferences with PHAs.	
	NOFO Section V.B.1.g.	

Describe in the field below:

1.	steps your CoC has taken, with the two largest PHAs within your CoC’s geographic area or the two PHAs your CoC has working relationships with, to adopt a homeless admission preference—if your CoC only has one PHA within its geographic area, you may respond for the one; or
2.	state that your CoC has not worked with the PHAs in its geographic area to adopt a homeless admission preference.

(limit 2,500 characters)

STEPS TO ADOPT HOMELESS PREFERENCE: The two largest PHAs within the CoC’s geographic area, the Housing Authority of the County of Alameda (HACA) and Oakland Housing Authority (OHA), both have homeless admission preferences. HACA awards preference points for homeless individuals and families seeking Housing Choice Vouchers and Project Based Vouchers and has a set-aside of mainstream vouchers for individuals and families who are homeless. OHA has a homeless preference for the public housing program, MTW Housing choice voucher program waiting list, for mainstream program vouchers, and non-elderly disabled vouchers. OHA was awarded 515 Emergency Housing Vouchers (EHV) in 2021 and 81 Stability Vouchers (SV) in 2023. Both of these special purpose vouchers have specific eligibility requirements that require families/individuals to be homeless or at risk of being homeless in addition to other criteria. These vouchers require direct referral of eligible applicants from the CoC or designated lead entity to OHA. A Memorandum of Understanding (MOU) is required and was created to administer both EHV’s and SV’s. OHA also has a program to transition households in the Housing Support Program (HSP) from an RRH subsidy to an HCV.

Alameda County’s CoC partners coordinate closely with the PHAs. HACA and OHA work directly with Coordinated Entry for referrals to units with homeless preferences and for referrals for their Emergency Housing Voucher (EHV) programs. County staff meet monthly with the OHA to review the pipeline for projects with homeless units, to consider potential projects for project-based vouchers, and to problem-solve projects with operating gaps. Additionally, the OHA has brought projects to the County to partner when a services commitment would allow the project to serve people who are homeless. OHA is an MTW authority and is able to create local programs that operate outside of traditional public housing and housing choice voucher guidelines with HUD approval and these programs may prioritize people who are homeless for direct program referrals. County staff also collaborate closely with HACA, the county HA. There are regular meetings between the County and HACA leadership. HACA has partnered with the County to receive referrals through Coordinated Entry for a subset of vouchers that included a homeless preference. HACA has taken on a subsidy administration role for the county for large, countywide projects for housing assistance and flexible subsidies.

1C-7b.	Moving On Strategy with Affordable Housing Providers.	
	Not Scored–For Information Only	

Select yes or no in the chart below to indicate affordable housing providers in your CoC’s jurisdiction that your recipients use to move program participants to other subsidized housing:

1.	Multifamily assisted housing owners	No
2.	PHA	Yes
3.	Low Income Housing Tax Credit (LIHTC) developments	Yes
4.	Local low-income housing programs	Yes
	Other (limit 150 characters)	
5.		

1C-7c.	Include Units from PHA Administered Programs in Your CoC's Coordinated Entry.	
	NOFO Section V.B.1.g.	

In the chart below, indicate if your CoC includes units from the following PHA programs in your CoC's coordinated entry process:

1.	Emergency Housing Vouchers (EHV)	Yes
2.	Family Unification Program (FUP)	No
3.	Housing Choice Voucher (HCV)	No
4.	HUD-Veterans Affairs Supportive Housing (HUD-VASH)	Yes
5.	Mainstream Vouchers	Yes
6.	Non-Elderly Disabled (NED) Vouchers	No
7.	Public Housing	No
8.	Other Units from PHAs:	
	Stability Vouchers, CoC, H4W, HCSA, MHSA, MTW Local Subsidy (Sponsor-based housing assistance program/OPRI), MTW Local Housing Assistance Payments (SROs), Project-based vouchers (NOVA Apartments/100% PSH)	Yes

1C-7d.	Submitting CoC and PHA Joint Applications for Funding for People Experiencing Homelessness.	
	NOFO Section V.B.1.g.	

1.	Did your CoC coordinate with a PHA(s) to submit a competitive joint application(s) for funding or jointly implement a competitive project serving individuals or families experiencing homelessness (e.g., applications for mainstream vouchers, Family Unification Program (FUP), other programs)?	Yes
		Program Funding Source
2.	Enter the type of competitive project your CoC coordinated with a PHA(s) to submit a joint application for or jointly implement.	Housing Stability Vouchers

1C-7e.	Coordinating with PHA(s) to Apply for or Implement HCV Dedicated to Homelessness Including Emergency Housing Voucher (EHV).	
	NOFO Section V.B.1.g.	

	Did your CoC coordinate with any PHA to apply for or implement funding provided for Housing Choice Vouchers dedicated to homelessness, including vouchers provided through the American Rescue Plan?	Yes
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1C-7e.1.	List of PHAs with Active MOUs to Administer the Emergency Housing Voucher (EHV) Program.	
	Not Scored—For Information Only	

	Does your CoC have an active Memorandum of Understanding (MOU) with any PHA to administer the EHV Program?	Yes
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	If you select yes to question 1C-7e.1., you must use the list feature below to enter the name of every PHA your CoC has an active MOU with to administer the Emergency Housing Voucher Program.	
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PHA
Housing Authority...
Oakland Housing A...
Berkeley Housing ...
Alameda Housing A...
Livermore Housing...

1C-7e.1. List of PHAs with MOUs

Name of PHA: Housing Authority of Alameda County

1C-7e.1. List of PHAs with MOUs

Name of PHA: Oakland Housing Authority

1C-7e.1. List of PHAs with MOUs

Name of PHA: Berkeley Housing Authority

1C-7e.1. List of PHAs with MOUs

Name of PHA: Alameda Housing Authority

1C-7e.1. List of PHAs with MOUs

Name of PHA: Livermore Housing Authority

1D. Coordination and Engagement Cont'd

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

1D-1.	Discharge Planning Coordination.	
	NOFO Section V.B.1.h.	

Select yes or no in the chart below to indicate whether your CoC actively coordinates with the systems of care listed to ensure persons who have resided in them longer than 90 days are not discharged directly to the streets, emergency shelters, or other homeless assistance programs.

1. Foster Care	Yes
2. Health Care	Yes
3. Mental Health Care	Yes
4. Correctional Facilities	Yes

1D-2.	Housing First—Lowering Barriers to Entry.	
	NOFO Section V.B.1.i.	

1.	Enter the total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe Haven, and Transitional Housing projects your CoC is applying for in FY 2023 CoC Program Competition.	38
2.	Enter the total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe Haven, and Transitional Housing projects your CoC is applying for in FY 2023 CoC Program Competition that have adopted the Housing First approach.	38
3.	This number is a calculation of the percentage of new and renewal PSH, RRH, SSO non-Coordinated Entry, Safe Haven, and Transitional Housing projects the CoC has ranked in its CoC Priority Listing in the FY 2023 CoC Program Competition that reported that they are lowering barriers to entry and prioritizing rapid placement and stabilization to permanent housing.	100%

1D-2a.	Project Evaluation for Housing First Compliance.	
	NOFO Section V.B.1.i.	

You must upload the Housing First Evaluation attachment to the 4B. Attachments Screen.

	Describe in the field below:
1.	how your CoC evaluates every project—where the applicant checks Housing First on their project application—to determine if they are using a Housing First approach;
2.	the list of factors and performance indicators your CoC uses during its evaluation; and
3.	how your CoC regularly evaluates projects outside of your local CoC competition to ensure the projects are using a Housing First approach.

(limit 2,500 characters)

1.EVALUATES EVERY RECIPIENT: The local CoC application process requires that all applicants certify their compliance with Housing First principles as one of the threshold project requirements for renewals and a scored factor for new projects. Applicants are also required to attach copies of policies and procedures demonstrating they are implementing their projects in accordance with a Housing First approach. The CoC’s NOFO Consultant reviews the documents to confirm they are aligned with Housing First principles. During the Bidder’s Conference and throughout the competition emphasis is placed on explaining the principles of Housing First and how to apply them. The CoC’s Alameda County Homelessness Response System Written Standards (updated in Feb. 2023) require all programs (including those receiving CoC and ESG funding) to align to a Housing First approach and to comply with State of California Housing First requirements as set forth in SB 1380.

2.FACTORS AND PERFORMANCE INDICATORS: All applicants for CoC funding must certify that the project operates in accordance with HF Principle as defined in the CoC. For renewal applicants this is a threshold requirement and for new projects it is a scored factor. Renewal applicants must provide copies of policies and procedures documenting they are actually practicing what they certified; and new applicants must provide draft policies and procedures for the proposed program that document how they will implement the Housing First approach they have certified.

3.REGULAR EVALUATION OF HF: OHCC, the Collaborative Applicant, manages the Coordinated Entry System and ensures that the system and participating providers are all implementing a Housing First Approach. Each provider signs an MOU with the CE system (Home Stretch), in which the provider agrees to provide housing with low barriers and offer supportive services to maximize housing stability and prevent returns to homelessness. HF principles must be reflected in Provider’s House Rules and Shared Living Agreements. The CE system staff regularly review and flags projects that deny referrals or are slow to fill vacancies. Client files are reviewed annually to ensure that participants are not terminated for lack of participation or in other ways that are not Housing First. In the coming year, the CoC’s Standards, Compliance and Funding committee will be updating CoC-level monitoring to include use of a Housing First compliance checklist.

1D-3.	Street Outreach—Scope.	
	NOFO Section V.B.1.j.	

	Describe in the field below:
1.	your CoC’s street outreach efforts, including the methods it uses to ensure all persons experiencing unsheltered homelessness are identified and engaged;
2.	whether your CoC’s Street Outreach covers 100 percent of the CoC’s geographic area;
3.	how often your CoC conducts street outreach; and

4.	how your CoC tailored its street outreach to persons experiencing homelessness who are least likely to request assistance.
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(limit 2,500 characters)

1. COC OUTREACH: Outreach services in Alameda County are covered by countywide Health Care for the Homeless Street Health teams and supplemented by Coordinated Entry Access Points and by city-contracted outreach. These teams include social workers, navigators, doctors, and nurses to ensure they can connect people to appropriate services. They distribute resources and provide basic medical care at the sites where unsheltered people are living. They coordinate closely with Coordinated Entry in every geographic zone to connect people to crisis and housing assessment and prioritization.

2. 100% COVERAGE: Outreach covers 100% of the CoC geographic area. All of the geography is accessible to outreach teams and all of it is covered. Street Health teams are each assigned a geographic zone within the county where approximately 500 unsheltered individuals are living. There are 14 teams, covering 7,000 unsheltered people each month. The teams visit all areas of the county and keep records of all visits.

3. FREQUENCY OF OUTREACH: Outreach teams operate on varying schedules, including mornings, and evenings. Call center operators and outreach workers speak multiple languages, have translation services, and TTY machines available to assist with access. Street Outreach is a priority area of expansion under the Home Together 2026 Community Plan, due to the large number of people who are unsheltered in Alameda County.

4. OUTREACH TAILORED TO HIGHEST RISK AND LEAST LIKELY TO REQUEST ASSISTANCE: Outreach teams are trained to engage with individuals and families experiencing the highest vulnerabilities and obstacles to housing using a harm reduction and housing first approach. Many people in unsheltered situations such as homeless encampments are reluctant to accept an offered shelter bed because they have had negative experiences in shelters and/or because shelters have rules they cannot consent to (e.g., it would require them to part with a trusted partner or beloved pet, curfews that conflict with a job). It often takes a period of building trust before the person is willing to be linked to shelter or services. Outreach teams can link vulnerable individuals to low-barrier shelter opportunities such as Navigation Centers, Safe Parking or Community Cabins that may be more appealing because of their flexible policies. Such programs operate under the premise that getting off the streets should be as easy and accessible as possible.

1D-4.	Strategies to Prevent Criminalization of Homelessness.	
	NOFO Section V.B.1.k.	

Select yes or no in the chart below to indicate strategies your CoC implemented to ensure homelessness is not criminalized and to reverse existing criminalization policies in your CoC's geographic area:
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	Your CoC's Strategies	Ensure Homelessness is not Criminalized	Reverse Existing Criminalization Policies
1.	Engaged/educated local policymakers	Yes	No
2.	Engaged/educated law enforcement	Yes	No

3. Engaged/educated local business leaders	Yes	No
4. Implemented community wide plans	Yes	Yes
5. Other:(limit 500 characters)		
PSH subsidies for CH identified by law enforcement; Develop humane, consistent encampment response; Repeal/stop enforcement of criminalization laws	Yes	Yes

1D-5.	Rapid Rehousing–RRH Beds as Reported in the Housing Inventory Count (HIC) or Longitudinal Data from HMIS.	
	NOFO Section V.B.1.I.	

		HIC Longitudinal HMIS Data	2022	2023
	Enter the total number of RRH beds available to serve all populations as reported in the HIC or the number of households served per longitudinal HMIS data, e.g., APR.	Longitudinal HMIS Data	2,206	2,227

1D-6.	Mainstream Benefits–CoC Annual Training of Project Staff.	
	NOFO Section V.B.1.m.	

Indicate in the chart below whether your CoC trains program staff annually on the following mainstream benefits available for program participants within your CoC's geographic area:

	Mainstream Benefits	CoC Provides Annual Training?
1.	Food Stamps	Yes
2.	SSI–Supplemental Security Income	Yes
3.	SSDI–Social Security Disability Insurance	Yes
4.	TANF–Temporary Assistance for Needy Families	Yes
5.	Substance Use Disorder Programs	Yes
6.	Employment Assistance Programs	Yes
7.	Other (limit 150 characters)	

1D-6a.	Information and Training on Mainstream Benefits and Other Assistance.	
	NOFO Section V.B.1.m	

Describe in the field below how your CoC:

- systemically provides up-to-date information on mainstream resources available for program participants (e.g., Food Stamps, SSI, SSDI, TANF, substance abuse programs) within your CoC's geographic area;
- works with project staff to collaborate with healthcare organizations, including substance abuse treatment and mental health treatment, to assist program participants with receiving healthcare services; and

3.	works with projects to promote SSI/SSDI Outreach, Access, and Recovery (SOAR) certification of program staff.
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(limit 2,500 characters)

1. SYSTEMATICALLY PROVIDE UP TO DATE INFORMATION: Housing Navigators at Housing Resource Centers assist people experiencing homelessness with mainstream benefits assessment and enrollment. The Alameda County Social Services Agency (ACSSA) works in partnership with Behavioral Health Care Services (BHCS) to provide outreach, case management, disability advocacy, and housing navigation and assistance to General Assistance (GA) clients who are homeless and SSI eligible. The Housing and Disability Access Program (HDAP) seeks to ensure homeless GA clients with highest needs are provided timely services. The Office of Homeless Care and Coordination has identified a need for additional caregiver services for a subset of the homeless population moving into permanent supportive housing and is working with ACSSA to coordinate enrollment in In-Home Supportive Services (IHSS) for this population.
2. COLLABORATION WITH HEALTHCARE ORGANIZATIONS: Health Care for the Homeless (HCH), part of Alameda County’s Office of Homeless Care and Coordination housed within Alameda County’s Health Care Services Agency, has weekly collaboration meetings with outreach and shelter providers and ensure that they can make effective referrals to Alameda Alliance for Health (the Medi-Cal Managed Care Plan serving Alameda County), community clinics and substance use and mental health treatment. HCH also provides monthly “deep dive” trainings for providers and health care providers on special health topics of urgency such as hoarding and cluttering, M-Pox, and Medication Assisted Treatment. The Office of Homeless Care and Coordination meets with the County’s Behavioral Health Department (also located within the same agency) twice monthly to discuss homeless services coordination.
3. PROMOTE SOAR: To promote SSI/SSDI Outreach, Access and Recovery (SOAR) certification, ACSSA’s contracted service provider has trained 500 individuals representing 121 organizations over the course of 20 different trainings during FY 21-22. Although fewer in-person trainings have been provided since the pandemic, efforts to pivot to virtual and on-demand training sessions have successfully been implemented providing opportunities for greater outreach.

1D-7.	Increasing Capacity for Non-Congregate Sheltering.	
	NOFO Section V.B.1.n.	

Describe in the field below how your CoC is increasing its capacity to provide non-congregate sheltering.

(limit 2,500 characters)

The CoC recognizes the importance of non-congregate sheltering in efforts to reduce the unsheltered homeless population. The 2022 Point in Time Count found that 79% of the people experiencing homelessness in Alameda County are unsheltered, and the County’s Home Together 2026 Community Plan calls for a significant increase in shelter in the next year, including an increase of 975 additional non-congregate shelter beds to come online between July 1, 2022 and June 30, 2024 to serve vulnerable adults and families with children. As new permanent housing comes online and demand for shelter decreases, these non-congregate shelter beds will either be converted to permanent housing or removed from the system.

During the COVID-19 pandemic, Alameda County participated in the State of California’s Project Roomkey program to utilize hotels and motels as temporary emergency non-congregate shelter options for people experiencing homelessness. At the height of the pandemic, the County operated 10 hotel sites (>1,400 rooms). Since March of 2020, Alameda County has served over 5,000 people in its Project Roomkey sites. As of June 2023, two of the hotel sites (total of 240 guest rooms) remain in operation as temporary non-congregate shelter sites. Over the next two years, they will convert to permanent housing under the State’s Homekey program. Another two non-congregate sites (total of 140 guest units, many double-occupancy) will continue to operate as shelter. A new 50 unit non-congregate shelter dedicated to hospital discharge has recently opened. And there are two new non-congregate shelters in the pipeline: a 30-bed youth navigation center and 47-bed Dignity Village for single adults. Among the people who took part in the “shelter in place” model in Alameda County in 2020-2023 more than 65% of exits were to permanent housing.

ID-8.	Partnerships with Public Health Agencies—Collaborating to Respond to and Prevent Spread of Infectious Diseases.	
NOFO Section V.B.1.o.		
Describe in the field below how your CoC effectively collaborates with state and local public health agencies to:		
1.	develop CoC-wide policies and procedures to respond to infectious disease outbreaks; and	
2.	prevent infectious disease outbreaks among people experiencing homelessness.	

(limit 2,500 characters)

1. **POLICIES AND PROCEDURES:** The CoC actively collaborates with the County’s Office of Homeless Care and Coordination (OHCC, the Collaborative Applicant), which sits within the County Health Care Services Agency. This positions OHCC to coordinate closely with Public Health on infectious disease protocols impacting homeless populations. The COVID-19 pandemic prompted many new policies and procedures that continue to enhance response to infectious disease outbreaks. Monthly community calls and increased coordination have continued. While the large scale I&Q sites set up during COVID have closed, Alameda County continues to have capacity to provide I&Q in response to infectious disease outbreaks, including COVID-19 and high-risk MPox cases. The County leased more than 1,400 rooms for shelter during the pandemic. This non-congregate model has resulted in improved health and housing outcomes that go beyond COVID prevention. The County and city partners will continue to expand this model. Street-based technology and telehealth options were also improved and expanded and continue to be implemented.

2. **PREVENT OUTBREAKS:** The Shelter Health Team of Health Care for the Homeless (ACHCH) have developed detailed Health Guidance for Shelter and Homeless Services Providers to prevent future infectious disease outbreaks. The guidance addresses hygiene and prevention materials, symptom screening, referring to isolation housing, social distancing, sanitation services, and vaccine information. ACHCH supported updating the Alameda County Shelter Standards in April 2022 to provide expanded infectious disease guidance. The Shelter Health Team hosts a monthly homeless providers community and a webpage with all Alameda County Public Health updates and guidance. The team has done site visits at shelters and conducts trainings to reduce potential exposure. OHCC has met with the County’s Chief Health Officer and County Medical Director to discuss prevention and response for people in homeless programs and ensure nursing care is available for isolation and quarantine. A Clinical Policy Group formed during the COVID-19 pandemic continues to meet to strategize and plan around Mpx response and other infectious diseases. Alameda County was also awarded new air filtration units for emergency shelters throughout the county by the Bay Area Air Quality Management District and to date has distributed 289 filters in homeless shelters and drop-in centers.

ID-8a.	Collaboration With Public Health Agencies on Infectious Diseases.	
	NOFO Section V.B.1.o.	
	Describe in the field below how your CoC:	
	1.	shared information related to public health measures and homelessness, and
	2.	facilitated communication between public health agencies and homeless service providers to ensure street outreach providers and shelter and housing providers are equipped to prevent or limit infectious disease outbreaks among program participants.

(limit 2,500 characters)

1. SHARING INFORMATION RELATED TO PUBLIC HEALTH MEASURES AND HOMELESSNESS: During the COVID-19 pandemic, ACHCH worked to support, educate and inform countywide networks of shelter, outreach and housing providers, including Continuum of Care providers but also including many other providers, through carrying out a COVID Community Call every week since March of 2020 involving 80-100 providers. In March 2023, aligned with the end of the Public Health Emergency, the calls were reduced to monthly and continue to have approximately 70 participants. The ACHCH program also keeps a website updated with all the County’s safety, guidance, testing, treatment and vaccine-related information. ACHCH also carries out a monthly provider training on topics that involve COVID-19 response and skills building. Staff from OHCC and city representatives meet monthly with representatives from throughout the Bay Area to share best practices and current areas of interest in homelessness response and health needs. ACHCH staff have participated in and presented at the national Health Care for the Homeless conference every year. These learnings are then presented regularly at CoC and other community meetings.

2. FACILITATING COMMUNICATION BETWEEN PUBLIC HEALTH AGENCIES AND HOMELESS SERVICE PROVIDERS: The Community Call referenced above is a fully interactive forum. Health Care leadership shares news, research and updates, local developments and restrictions, but also facilitates conversation and problem-solving, and provides an opportunity for outreach and shelter providers to highlight best practices and findings. ACHCH also invites subject matter experts to present information and play “stump the expert.” Notes to these meetings are shared each week. Additionally, OHCC staff meets weekly with staff from Public Health, Environmental Health, Infectious Disease and Epidemiology, and Behavioral Health leadership.

1D-9.	Centralized or Coordinated Entry System–Assessment Process.	
	NOFO Section V.B.1.p.	
	Describe in the field below how your CoC’s coordinated entry system:	
1.	covers 100 percent of your CoC’s geographic area;	
2.	uses a standardized assessment process; and	
3.	is updated regularly using feedback received from participating projects and households that participated in coordinated entry.	

(limit 2,500 characters)

1. **100% COVERAGE:** The Alameda County CoC’s Coordinated Entry System covers 100% of the geography of the county. There are 12 Coordinated Entry Access Points (Housing Resource Centers) across all 5 geographic regions of the county, with staff providing housing problem solving, flexible fund administration, crisis and housing assessments, and connections and referrals to other services and resources. There are 14 Street Health Zones covering 100% of the County in which Street Outreach Teams provide CES services in the field.

2. **STANDARDIZED ASSESSMENT PROCESS:** The CE process uses specific assessments to obtain information about both the immediate and long-term needs of persons and households seeking services. The Assessment workflow has six steps: 1) Triage (including safety needs and safety planning); 2) Client Profile; 3) Housing Problem Solving; 4) Assessment pre-questions; 5) Enrollment in Coordinated Entry; 6) Crisis Assessment and/or Housing Assessment. All Access Points must follow the order of the workflow and use the same assessments for the smooth and fair functioning of the CE process. The assessment tools are all locally developed and customized to fit the goals and objectives of our CoC.

3. **REGULAR UPDATES:** As required by HUD, all CE policies and procedures are documented in a formal CE Policy Manual that must be recommended by the CoC’s Outreach, Access, and Coordination Committee and approved by the CoC Leadership Board as part of its policy oversight of the Coordinated Entry System. Review occurs annually at a minimum. As with all our CoC Committees, at least 33% of members must be people with lived experience of homelessness (per new CoC governance charter approved in February 2022). Members of the Racial Equity Committee and a group of people with lived experience recently reviewed the CE Written Standards and recommended a number of changes, including that as training and materials become available related to antiracism, providers may be required to participate in such training and to make plans within their programs and organizations to address the impact of structural racism and bias. Another suggestion was that support with employment assistance should be more emphasized as a mainstream resource connection. Additionally, feedback from both staff providing services and from people who received coordinated entry services is gathered through the coordinated entry evaluation process and changes are implemented based on that feedback.

1D-9a.	Program Participant-Centered Approach to Centralized or Coordinated Entry.	
	NOFO Section V.B.1.p.	

	Describe in the field below how your CoC's coordinated entry system:
1.	reaches people who are least likely to apply for homeless assistance in the absence of special outreach;
2.	prioritizes people most in need of assistance;
3.	ensures people most in need of assistance receive permanent housing in a timely manner, consistent with their preferences; and
4.	takes steps to reduce burdens on people using coordinated entry.

(limit 2,500 characters)

1. REACH LEAST LIKELY TO APPLY: The CoC’s CE approach provides full coverage of Alameda County through physical open access points (Housing Resource Centers) as well as street outreach covering all regions of the County. The County’s Street Health teams serve as an access point for Coordinated Entry targeting people living outside. The CoC continues to expand Access Points in neighborhoods with high rates of poverty and risk of homelessness. The County has contracted with agencies focused on underserved populations in an effort to increase equity. The CoC will expand outreach, to high-needs populations through the Mobile Access Point project that will be funded as a result of the Special NOFO.
2. PRIORITIZES MOST IN NEED: Alameda County prioritizes people for crisis housing resources based on need and circumstances, and for permanent supportive housing based on vulnerabilities and housing barriers. All individuals and families who participate in CE and who are interested in shelter and/or transitional housing complete a crisis assessment and are put in the crisis queue based on factors such as length of time homeless, disability and health needs. The CE housing assessment incorporates questions regarding a participant’s length of time homeless, housing barriers, and health and other care needs – information that is used to prioritize and match participants in the housing queue.
3. ENSURE TIMELY ASSISTANCE: Although there are not currently enough housing opportunities to house everyone in need, the CES system of prioritization and matching ensures that those most in need are prioritized for the housing resources that exist and referred as soon as possible. Weight is given to disabilities and health-related needs, duration of literal or chronic homelessness, household size and ages of members, and presence of housing barriers. Participant preferences are considered in the matching process and, when available, people are provided with multiple choices.
4. STEPS TAKEN TO REDUCE BURDENS: The CE standardized intake process includes a series of “Assessment Pre-Questions” to determine whether the next steps (enrollment, assessment) are necessary due to the participant’s desired services and their likelihood of being prioritized for a resource. Housing Problem Solving is always available to promote quick resolution and accompanied by flex funds when needed. Housing Resource Centers can provide services in-person, over the phone, or virtually.

1D-9b.	Informing Program Participant about Rights and Remedies through Centralized or Coordinated Entry–Reporting Violations.	
	NOFO Section V.B.1.p.	

Describe in the field below how your CoC through its centralized or coordinated entry:

1.	affirmatively markets housing and services provided within the CoC’s geographic area and ensures it reaches all persons experiencing homelessness;
2.	informs program participants of their rights and remedies available under federal, state, and local fair housing and civil rights laws; and
3.	reports any conditions or actions that impede fair housing choice for current or prospective program participants to the jurisdiction(s) responsible for certifying consistency with the Consolidated Plan.

(limit 2,500 characters)

1. **AFFIRMATIVE MARKETING:** As outlined in the CES manual, housing providers participating in CE must affirmatively market their housing and supportive services to eligible persons regardless of race, color, national origin, religion, sex, age, familial status, or disability who are least likely to apply in the absence of special outreach and maintain records of those marketing activities. Housing assisted with CoC funds must also be made available to individuals and families without regard to actual or perceived sexual orientation, gender identity, or marital status in accordance with 24 CFR 5.105 (a)(2). Alameda County’s 2-1-1 connects callers experiencing homelessness to a housing resource center through a warm hand-off process, outreach services aim to reach people living in unsheltered settings, and presentations to service providers in other fields are provided regularly (education, criminal legal system, behavioral healthcare, healthcare, benefits, child welfare, culturally specific organizations, legal services etc.). The Coordinated Entry management entity, Alameda County’s Office of Homeless Care and Coordination, posts information about how to access coordinated entry on the website.

2. **RIGHTS AND REMEDIES:** The Coordinated Entry grievance policy outlines the process for submitting a grievance and is in place to ensure that any participant may submit a grievance. The policy also includes information about the procedure, appeals, and a link to the HUD office of Fair Housing and Equal Opportunity online complaint portal.

3. **REPORTING ON ACTIONS THAT IMPEDE FAIR HOUSING CHOICE:** The Coordinated Entry management entity, Alameda County’s Office of Homeless Care and Coordination (OHCC), meets regularly with the five largest jurisdictions in the county to provide information and encourage the jurisdictions to work with local developers and housing owners to ensure they are complying with fair housing requirements and housing first principles. All regulatory agreements executed by the County require fair housing compliance. Should OHCC learn of a fair housing violation as a result of how a Coordinated Entry referral was handled, OHCC staff would bring the specific situation up with the local jurisdiction and the provider.

1D-10.	Advancing Racial Equity in Homelessness—Conducting Assessment.	
	NOFO Section V.B.1.q.	

1.	Has your CoC conducted a racial disparities assessment in the last 3 years?	Yes
2.	Enter the date your CoC conducted its latest assessment for racial disparities.	11/30/2023

1D-10a.	Process for Analyzing Racial Disparities—Identified Racial Disparities in Provision or Outcomes of Homeless Assistance.	
	NOFO Section V.B.1.q.	

Describe in the field below:

1.	your CoC's process for analyzing whether any racial disparities are present in the provision or outcomes of homeless assistance; and
2.	what racial disparities your CoC identified in the provision or outcomes of homeless assistance.

(limit 2,500 characters)

1. **PROCESS FOR ANALYZING RACIAL DISPARITIES:** The CoC is continually analyzing racial disparities in the provision or outcomes of housing. As a condition of receiving funding through the State of CA under the Homeless Housing, Assistance, and Prevention (HHAP) Program, the CoC is required to use HMIS data to develop a range of quantitative analyses and set outcome goals to reduce identified disparities. The most recent data analysis was conducted in November 2022 using data from calendar year 2021. Also in 2022, Focus Strategies conducted an independent analysis of the CoC's new CE scoring system to evaluate whether the results were equitable across race/ethnicity and other demographic factors. The results were presented to the CoC in June of 2022, along with recommendations on how to improve the assessment tools and scoring criteria. As the system manager for the CES, OHCC has taken on the analysis of racial disparities in who accesses CE and the results of CE assessments and referrals and presented the results to the CoC's Outreach, Access and Coordination Committee. In 2021, EveryOne Home (former CoC lead agency) created a Race Equity survey for CoC applicants to assess the extent to which they are enacting specific racial equity policies and practices. The CoC also developed 13 new equity indicators that disaggregate system performance data by race and utilize additional data sources besides HMIS data. This data is reviewed on a quarterly basis and significant findings are lifted up to the Leadership Board for review.

2. **RACIAL DISPARITIES IDENTIFIED:** The most recent analysis showed racial disparities in numbers of people experiencing homelessness and first time homelessness, with African Americans and Native Americans experiencing homelessness at a rate much higher than Alameda County's general population. The Black and African American population is approximately 11% of Alameda County, but 54% of those who accessed homeless services in calendar year 2021 and 49% of people experiencing homelessness for the first time. The CoC has undertaken different analyses of racial disparities in the provision of services or outcomes of homeless assistance. Although these analyses have not uncovered systematic disparities in service provision or housing exits by race, the CoC continues to explore how the system can address disproportionate experience of homelessness through more targeted interventions addressing the needs of underserved communities.

1D-10b.	Implemented Strategies that Address Racial Disparities.	
	NOFO Section V.B.1.q.	

Select yes or no in the chart below to indicate the strategies your CoC is using to address any racial disparities.

1.	The CoC's board and decisionmaking bodies are representative of the population served in the CoC.	Yes
2.	The CoC has identified steps it will take to help the CoC board and decisionmaking bodies better reflect the population served in the CoC.	Yes
3.	The CoC is expanding outreach in geographic areas with higher concentrations of underrepresented groups.	Yes
4.	The CoC has communication, such as flyers, websites, or other materials, inclusive of underrepresented groups.	Yes
5.	The CoC is training staff working in the homeless services sector to better understand racism and the intersection of racism and homelessness.	Yes
6.	The CoC is establishing professional development opportunities to identify and invest in emerging leaders of different races and ethnicities in the homelessness sector.	Yes
7.	The CoC has staff, committees, or other resources charged with analyzing and addressing racial disparities related to homelessness.	Yes
8.	The CoC is educating organizations, stakeholders, boards of directors for local and national nonprofit organizations working on homelessness on the topic of creating greater racial and ethnic diversity.	Yes
9.	The CoC reviewed coordinated entry processes to understand their impact on people of different races and ethnicities experiencing homelessness.	Yes
10.	The CoC is collecting data to better understand the pattern of program use for people of different races and ethnicities in its homeless services system.	Yes
11.	The CoC is conducting additional research to understand the scope and needs of different races or ethnicities experiencing homelessness.	Yes
	Other:(limit 500 characters)	
12.		

1D-10c.	Implemented Strategies that Address Known Disparities.	
	NOFO Section V.B.1.q.	

Describe in the field below the steps your CoC is taking to address the disparities identified in the provision or outcomes of homeless assistance.

(limit 2,500 characters)

In the revised CoC governance charter approved in February of 2022, the CoC made significant changes to center racial equity in homelessness response system governance and strategic direction. It specified that all boards, committees and workgroups will reflect the racial demographics of the people served by the homelessness response system. As part of the new committee structure all committee members receive the same onboarding/training which includes a two hour long training on racial equity and anti-racism. Additionally, all new members are required to sign an equity statement as part of the onboarding process. Each committee also designates a liaison to the Racial Equity Committee.

The new governance charter also established a new Racial Equity Workgroup and required all other committees to set equity goals in their annual workplans. In 2023, the Racial Equity Workgroup was restructured to become a standing Racial Equity Committee (REC). The REC has reviewed and provided feedback on the 2022 CoC Local Application process and scoring factors, making recommendations to change the factors relating to racial equity to make them more objective. The REC has also provided feedback on the CoC’s systemwide policies (including anti-discrimination) and Coordinated Entry policies.

In addition, the CoC commissioned an evaluation of the coordinated entry assessment system and scoring data in spring 2022 to analyze whether these mechanisms were equitable across race/ethnicity and a number of other factors. The results of this evaluation led to a number of recommendations to adjust the assessment questions utilized and the scoring criteria for the new coordinated entry process and system to improve equity.

Actions the CoC is taking to address inequities include supporting evidence-based strategies, contracting with place-based CBOs that are representative of populations experiencing homelessness, incorporating peer specialists and people with lived experience in service teams and placing additional homelessness system access points in neighborhoods with higher populations of Black and Native American residents. OHCC has also conducted six “deep dive” racial equity trainings for providers, with TA providers facilitating and providing content.

1D-10d.	Tracked Progress on Preventing or Eliminating Disparities.	
	NOFO Section V.B.1.q.	
	Describe in the field below:	
	1. the measures your CoC has in place to track progress on preventing or eliminating disparities in the provision or outcomes of homeless assistance; and	
	2. the tools your CoC uses.	

(limit 2,500 characters)

1. MEASURES TO TRACK PROGRESS: The CoC has set system performance goals for reducing homelessness. For each of these goals, the CoC has also set a corollary goal for addressing equity in the homelessness response system. These goals set an intention of reaching larger percentages of all BIPOC served by the system and exiting to permanent housing, so that it aligns with BIPOC representation in the overall homeless system. These goals are documented and tracked as part of the State of California’s process for securing Homeless Housing, Assistance, and Prevention (HHAP) funding. Examples of goals in the most recent round of HHAP (November 2022) include: (1) Persons Served: People who are Black or African American as a % of total persons served by the homeless response system will increase to 59% by 2025; (2) Reducing first time homelessness: The number of Black or African American people experiencing first-time homelessness will be no greater than 2,750 or 46% by 2025; (3) Exits to permanent housing: By 2025 at least 3% of housing exits should be American Indian or Alaska Native; 3% Asian; 54% Black or African American; and 2% Native Hawaiian or other Pacific Islander; and 7% with multiple races.

The CoC also has a goal of using data to improve outcomes and track equity impacts by improving HMIS coverage, enhancing data quality, and regularly reviewing system and program outcomes data disaggregated by race.

2. DATA TRACKING TOOLS. The CoC uses a range of tools to track progress on reducing disparities that are similar to HUD’s CoC Analysis Tool for Race and Ethnicity. The primary system for tracking progress on meeting HHAP goals is the State of California’s Homeless Data Integration System (HDIS), a data warehouse of HMIS data from all the CoCs in California. The State uses this system to provide CoCs with reports showing system performance broken down by race and ethnicity which are then used to track whether outcome goals are being met. Many of the State’s new funding sources for homeless system interventions (e.g., NPLH, BHBH, AB 977) require that funded programs must participate in HMIS, which is increasing the rate of participation and generating improved data on disparities and results of efforts to address disparities. The City of Oakland and Alameda County are participating in a HUD facilitated small cohort that is examining racial disparities in Coordinated Entry.

1D-11.	Involving Individuals with Lived Experience of Homelessness in Service Delivery and Decisionmaking—CoC’s Outreach Efforts.	
	NOFO Section V.B.1.r.	

Describe in the field below your CoC’s outreach efforts (e.g., social media announcements, targeted outreach) to engage those with lived experience of homelessness in leadership roles and decision making processes.

(limit 2,500 characters)

The CoC recognizes that the voice of people with lived experience of homelessness is essential to how we design and implement an effective homelessness response system in Alameda County. In the revision to its governance charter approved in February 2022, the CoC set a representation metric of at least 33% lived experience on all boards, committees, and workgroups. In 2023, these new requirements have been implemented. Each committee is currently composed of at least 1/3 people with lived experience, including standing committees, ad hoc committees (NOFO, Nominations Committee) and workgroups (Roles and Responsibilities, etc.). The CoC conducted targeted outreach to solicit applications from people who have lived experience. Outreach efforts included recruitment of people signed up for the CoC’s Emerging Leaders Program, including holding a special training and Q&A session specifically about the nominations committee process. The CoC has also committed to providing ongoing financial compensation for participation and transportation to attend meetings. The CoC has identified a lived experience liaison who ensures that stipends are offered and everyone is compensated for their time. Individuals with lived experience also have a specific staff member they can connect with. The CoC also ensures that all committee members have access to technology and equipment necessary to attend virtual meetings. There is an established mentoring program for members with lived experience and an Emerging Leaders Program to provide orientation, training, and support for serving on CoC boards, committees and workgroups. Training is also provided to board and committee members on authentic engagement of people with lived experience, trauma-informed care, and related topics. In addition, individuals with lived experience are involved in a number of CoC-related activities to ensure their expertise is embedded throughout our work. This includes pilot testing surveys for the Point in Time Count and other data collection efforts to ensure language and questions are understandable, thoughtful and trauma informed, providing feedback on the homeless response system in focus groups and community meetings, participating in workgroups of ongoing committees as well as the NOFO Committee to ensure lived experience informs strategic planning and decision making, and participating in strategic planning sessions to support the Home Together Plan.

1D-11a.	Active CoC Participation of Individuals with Lived Experience of Homelessness.	
	NOFO Section V.B.1.r.	

You must upload the Letter Signed by Working Group attachment to the 4B. Attachments Screen.
 Enter in the chart below the number of people with lived experience who currently participate in your CoC under the four categories listed:

	Level of Active Participation	Number of People with Lived Experience Within the Last 7 Years or Current Program Participant	Number of People with Lived Experience Coming from Unsheltered Situations
1.	Included in the decisionmaking processes related to addressing homelessness.	23	17
2.	Participate on CoC committees, subcommittees, or workgroups.	23	17
3.	Included in the development or revision of your CoC’s local competition rating factors.	9	6

4. Included in the development or revision of your CoC's coordinated entry process.	10	7
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1D-11b. Professional Development and Employment Opportunities for Individuals with Lived Experience of Homelessness.	
NOFO Section V.B.1.r.	

Describe in the field below how your CoC or CoC membership organizations provide professional development and employment opportunities to individuals with lived experience of homelessness.

(limit 2,500 characters)

As described above, our CoC has implemented a new governance structure designed to uplift and enhance representation of individuals with lived expertise, including the CoC board, committees and ad hoc working groups. These efforts include recruiting, training, and supporting members with lived expertise to participate fully in CoC governance. Our recently adopted CoC governance charter calls for one-third of all CoC board seats be dedicated to people with lived expertise. A new program facilitated by All Home (a regional convenor of efforts to address homelessness in the Bay Area) – the Emerging Leaders Program - supports cohorts of people with lived expertise with the needed training and mentorship to fill these seats on an ongoing basis and to have access to information and decision-making, as well as technology to facilitate engagement. Four graduates of the Emerging Leaders are currently serving on the CoC Leadership Board. A number of Emerging Leaders graduates have also recently been employed by local homeless service providers as Housing Navigators and shelter staff due to connections built through their work with the CoC. The CoC encouraged people with lived experience to apply for positions at the CoC. The CoC hired a person with lived experience of homelessness for the Systems Planning Coordinator role in 2021. The Systems Planning Coordinator was responsible for supporting the work of the Emerging Leaders Program.

Through our CoC's recent Youth Homelessness Demonstration Project grant, Our Office of Homeless Care and Coordination along with other CoC partners are also collaborating closely with members of our Youth Advisor Board (YAB) that have lived experience of homelessness. The CoC is also seating a Youth Committee that includes 5 Transition Age youth with lived experience of homelessness. Together with the YAB and YHDP, this is creating a robust network and structure of involvement for young people with LE. For all individuals with lived experience that participate in committees, workgroups, review of materials and policies, and other CoC related work, they are paid stipends of \$25 an hour to honor their time and expertise.

1D-11c. Routinely Gathering Feedback and Addressing Challenges of Individuals with Lived Experience of Homelessness.	
NOFO Section V.B.1.r.	

Describe in the field below:

1. how your CoC routinely gathers feedback from people experiencing homelessness;
2. how your CoC routinely gathers feedback from people who have received assistance through the CoC or ESG Programs; and

3.	the steps your CoC has taken to address challenges raised by people with lived experience of homelessness.
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(limit 2,500 characters)

1. **ROUTINELY GATHERING FEEDBACK:** By requiring that 1/3 of the Leadership Board and all CoC committees and workgroups be composed of people who have experienced homelessness, the CoC is structured to ensure that the voices of people who have experienced homelessness are heard in all these forums. In 2023, people with lived experience helped to develop a new onboarding and training program for all new Leadership Board and committee members, covering topics such as CoC 101, system planning, and CoC roles and responsibilities. Our CoC Emerging Leaders Program that trains persons with lived experience of homelessness to participate in CoC governance provides an additional opportunity for people with lived experience to provide feedback on the system, and barriers to participation in CoC governance in particular.

2. **FEEDBACK FROM PEOPLE WHO HAVE RECEIVED ASSISTANCE:** Many of the people with lived experience who serve on the Leadership Board and CoC committees and work groups have received assistance through CoC and ESG programs and routinely provide feedback on these interventions in the roles within the CoC governance. In addition, the biennial PIT Count includes a survey administered to a sample of individuals counted. This survey includes questions regarding the person’s experience receiving or attempting to receive mainstream or homelessness-specific services, including barriers encountered. This information is used to make recommendations for system improvements. Finally, the CoC has conducted a series of targeted focus groups on the Coordinated Entry System for people with lived experience of homelessness who have attempted to access CoC and ESG funded programs through CE.

3. **STEPS CoC HAS TAKEN TO ADDRESS CHALLENGES RAISED:** As a result of feedback received by Emerging Leaders participants, the HMIS Lead developed a new policy and procedure to increase clarity around the process of an individual requesting their own personal records from the HMIS system. Feedback from board and committee members in the CoC with lived experience of homelessness has helped to drive strategic planning and thinking, most recently the strategic direction of the NOFO processes and governance transition issues. Feedback received from focus group participants of those with lived experience helped to refine and revise the 2022 Point in Time Count Survey for sheltered and unsheltered individuals experiencing homelessness.

1D-12.	Increasing Affordable Housing Supply.	
	NOFO Section V.B.1.t.	
	Describe in the field below at least 2 steps your CoC has taken in the past 12 months to engage city, county, or state governments that represent your CoC’s geographic area regarding the following:	
	1.	reforming zoning and land use policies to permit more housing development; and
	2.	reducing regulatory barriers to housing development.

(limit 2,500 characters)

1. REFORMING ZONING AND LAND USE POLICIES: Through its Leadership Board and Advisory Councils, the CoC regularly supports changes to zoning and land use policies to permit more housing development. The CoC plans to engage in additional work to address exclusionary zoning and expand housing capacity through the new Housing Capacity Committee. Alameda County has rezoned areas with underutilized residential development sites to increase densities while ensuring compatibility with surrounding uses. The County has also identified areas adjacent to or near transit and transportation corridors that are appropriate for high-density residential development. The County is in the process of re-zoning as appropriate to increase densities. Many cities within the county are also taking steps to reform zoning and land use policies. For example, The City of Berkeley adopted the 2023-2031 Housing Element Update that includes 37 housing policies that promote increasing housing production and affordable units, removing barriers to construction, expanding fair housing options, and preserving existing housing stock. The Housing Element also identifies sites to accommodate the City’s Regional Housing Needs Allocation of 8,934 units. The City of Oakland also adopted their 2023-2031 Housing Elements in January 2023, which prioritizes several changes to zoning and land use policies. Two examples include developing zoning standards to encourage missing middle and multi-unit types and implementing policies to support tenants and prevent displacement, using a racial justice framework.

2. REDUCING REGULATORY BARRIERS TO HOUSING DEVELOPMENT: Through its Leadership Board and Advisory Councils, the CoC regularly supports efforts to reduce regulatory barriers to housing development. The CoC is supportive generally of the recommendations of Plan Bay Area 2050, which included allowing a greater mix of housing densities and types, encouraging development in transit-rich and high-resource areas, and requiring new market-rate developments to include a percentage of affordable units. In addition, cities in the CoC are working to reduce regulatory barriers to housing development. One of the action items in City of Oakland’s 2023-2031 Housing Element is to “remove regulatory constraints to the development of transitional housing and supportive housing” by amending the Planning Code. Alameda County has also taken numerous actions to support development of ADUs.

1E. Project Capacity, Review, and Ranking–Local Competition

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

1E-1.	Web Posting of Your CoC’s Local Competition Deadline–Advance Public Notice. NOFO Section V.B.2.a. and 2.g. You must upload the Web Posting of Local Competition Deadline attachment to the 4B. Attachments Screen.	
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1.	Enter your CoC’s local competition submission deadline date for New Project applicants to submit their project applications to your CoC—meaning the date your CoC published the deadline.	07/18/2023
2.	Enter the date your CoC published the deadline for Renewal Project applicants to submit their project applications to your CoC’s local competition—meaning the date your CoC published the deadline.	07/18/2023

1E-2.	Project Review and Ranking Process Your CoC Used in Its Local Competition. We use the response to this question and the response in Question 1E-2a along with the required attachments from both questions as a factor when determining your CoC’s eligibility for bonus funds and for other NOFO criteria below.	
	NOFO Section V.B.2.a., 2.b., 2.c., 2.d., and 2.e.	
	You must upload the Local Competition Scoring Tool attachment to the 4B. Attachments Screen.	
	Select yes or no in the chart below to indicate how your CoC ranked and selected project applications during your local competition:	

1.	Established total points available for each project application type.	Yes
2.	At least 33 percent of the total points were based on objective criteria for the project application (e.g., cost effectiveness, timely draws, utilization rate, match, leverage), performance data, type of population served (e.g., DV, youth, Veterans, chronic homelessness), or type of housing proposed (e.g., PSH, RRH).	Yes
3.	At least 20 percent of the total points were based on system performance criteria for the project application (e.g., exits to permanent housing destinations, retention of permanent housing, length of time homeless, returns to homelessness).	Yes
4.	Provided points for projects that addressed specific severe barriers to housing and services.	Yes

5.	Used data from comparable databases to score projects submitted by victim service providers.	Yes
6.	Provided points for projects based on the degree the projects identified any barriers to participation (e.g., lack of outreach) faced by persons of different races and ethnicities, particularly those over-represented in the local homelessness population, and has taken or will take steps to eliminate the identified barriers.	Yes

1E-2a.	Scored Project Forms for One Project from Your CoC's Local Competition. We use the response to this question and Question 1E-2. along with the required attachments from both questions as a factor when determining your CoC's eligibility for bonus funds and for other NOFO criteria below.	
	NOFO Section V.B.2.a., 2.b., 2.c., and 2.d.	

You must upload the Scored Forms for One Project attachment to the 4B. Attachments Screen.
 Complete the chart below to provide details of your CoC's local competition:

1.	What were the maximum number of points available for the renewal project form(s)?	100
2.	How many renewal projects did your CoC submit?	37
3.	What renewal project type did most applicants use?	PH-PSH

1E-2b.	Addressing Severe Barriers in the Local Project Review and Ranking Process.	
	NOFO Section V.B.2.d.	

Describe in the field below:

1.	how your CoC analyzed data regarding each project that has successfully housed program participants in permanent housing;
2.	how your CoC analyzed data regarding how long it takes to house people in permanent housing;
3.	how your CoC considered the specific severity of needs and vulnerabilities experienced by program participants preventing rapid placement in permanent housing or the ability to maintain permanent housing when your CoC ranked and selected projects; and
4.	considerations your CoC gave to projects that provide housing and services to the hardest to serve populations that could result in lower performance levels but are projects your CoC needs in its geographic area.

(limit 2,500 characters)

1. DATA ON EXITS TO PH: The scoring criteria for all projects include whether the project has successfully housed participants in PH. For renewals, the scoring is based on rate of exit to PH (or rate of retention for PSH) and having met locally established performance benchmarks for their project type (TH, RRH, PSH). The data is pulled from HMIS by the CoC Lead and Collaborative applicant, who then calculate preliminary scores. For new projects, applicants are asked to provide data from a comparable project showing they have met local performance benchmarks for exits to PH or PH retention.

2. ANALYSIS OF HOW LONG IT TAKES: Up to 6 points were awarded for renewals' description of how they have operationalized CE participation and steps taken to resolve enrollment barriers, including shortening the time from referral to move in. The scoring criteria for new projects also include whether the project is aligned to Housing First practices, including housing participants as rapidly as possible. This factor is scored by the NOFO rating and ranking Committee and is worth up to 6 points out of 100. For renewals, alignment to Housing First principles is a threshold requirement.

3. SEVERITY OF NEEDS/VULNERABILITIES: All renewal projects are scored based on performance measures that evaluate APR data in relation to locally established benchmarks. If an applicant's project does not meet established benchmarks and receives less than full points on any of the performance measures, they have the opportunity to provide a supplemental narrative to receive some points back. One of the factors considered in these narratives is whether the project is serving a population with particularly high needs and vulnerabilities. Applicants are also scored on the extent to which their project is low-barrier.

4. HARDEST TO SERVE: If an applicant's project does not meet established benchmarks and receives less than full points on any of the performance measures, they have the opportunity to provide a supplemental narrative to receive some points back. One of the factors considered in these narratives is whether the project is serving a hard to serve population. Applicants are also scored on whether their project is low-barrier, in questions regarding Housing First alignment and CE participation. As part of their deliberations the NOFO Committee gives consideration to projects that provided resources to under-served populations such as LGBTQ+ and TAY.

1E-3.	Advancing Racial Equity through Participation of Over-Represented Populations in the Local Competition Review and Ranking Process.	
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NOFO Section V.B.2.e.

Describe in the field below:

1.	how your CoC used the input from persons of different races and ethnicities, particularly those over-represented in the local homelessness population, to determine the rating factors used to review project applications;	
2.	how your CoC included persons of different races and ethnicities, particularly those over-represented in the local homelessness population in the review, selection, and ranking process; and	
3.	how your CoC rated and ranked projects based on the degree to which their project has identified any barriers to participation (e.g., lack of outreach) faced by persons of different races and ethnicities, particularly those over-represented in the local homelessness population, and has taken or will take steps to eliminate the identified barriers.	

(limit 2,500 characters)

1.HOW THE COC USED INPUT: According to the CoC Governance Charter, the NOFO Committee is empowered to develop the scoring criteria and process for the local CoC competition. The CoC performed outreach within the community to solicit the participation on the NOFO Committee of members who are of different races and ethnicities and who reflect those over- represented in the homeless population. In 2023, the 11-person NOFO Committee had 7 BIPOC members, including 4 who are African American members. There were also 5 members with lived experience of homelessness. The NOFO Committee determined that this year’s scoring factors should more heavily weight questions about advancing racial equity and meaningfully involving people with lived experience in decision-making. They also added a new factor considering how applicants assess their own performance and take steps to improve performance outside the CoC competition. The Committee members also advocated for finding ways to make the application process more accessible for smaller organizations that work in communities most impacted by homelessness.

2.HOW THE CoC INCLUDED PERSONS OF DIFFERENT RACES IN THE REVIEW, SELECTION AND RANKING PROCESS: The NOFO Committee described in #1 above (which includes people of color and people with lived experience), reviews applications submitted and scores them based on the adopted scoring factors and process. The Committee prepares ranked recommendations for funding. In closed sessions, the Committee provides final approval and vote on all conflicts and unanticipated challenges during review and selection, in discussions of projects’ performance, and in the final Rating and Ranking session.

3.HOW PROJECTS RATED AND RANKED: The rating factors for both new and renewal projects included criteria assessing the degree to which applicants have taken steps to identify and address barriers in access and/or to ongoing program participation for people of different races and ethnicities. Applicants were required to respond to objective and narrative questions describing their efforts, including any data analysis or qualitative information gathering to understand barriers and disparities, as well as steps taken to remedy the issues identified. The NOFO Committee members are responsible for reviewing and scoring these narratives prior to the rating and ranking meeting. At the meeting, committee members discuss and deliberate on each project’s scores on this measure.

1E-4.	Reallocation—Reviewing Performance of Existing Projects.	
	NOFO Section V.B.2.f.	
	Describe in the field below:	
1.	your CoC’s reallocation process, including how your CoC determined which projects are candidates for reallocation because they are low performing or less needed;	
2.	whether your CoC identified any low performing or less needed projects through the process described in element 1 of this question during your CoC’s local competition this year;	
3.	whether your CoC reallocated any low performing or less needed projects during its local competition this year; and	
4.	why your CoC did not reallocate low performing or less needed projects during its local competition this year, if applicable.	

(limit 2,500 characters)

1.REALLOCATION PROCESS: This year, the CoC Leadership Board directed the NOFO Committee not to pursue involuntary reallocations and instead to encourage any projects that have a history of underspending to voluntarily reduce their grant award to support other projects in the CoC “that strengthens our system and application package and is aligned with our guiding principles. The 2023 Review and Ranking Process states “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.”

2.IDENTIFIED PROJECTS: The CoC NOFO committee evaluated whether there was underspending for each renewal project submitted and scored each one on spending as an objective factor. Several projects received lower scores due to underspending but none were identified for reallocation. The Committee did not identify any projects there were deemed not to be needed in the homelessness response system.

3.RELOCATED PROJECTS: There were no reallocations in this year’s local competition.

4.WHY DID NOT REALLOCATE: The CoC did not involuntarily reallocate any low performing projects or identify any projects as no longer needed during this year’s local competition. After reviewing objective performance factors and narrative explanations for any lower performance, the Committee felt it was important to retain all of the existing projects and did not feel that reallocation would strengthen the homelessness response system.

1E-4a.	Reallocation Between FY 2018 and FY 2023.	
	NOFO Section V.B.2.f.	

	Did your CoC cumulatively reallocate at least 20 percent of its ARD between FY 2018 and FY 2023?	No
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1E-5.	Projects Rejected/Reduced–Notification Outside of e-snaps.	
	NOFO Section V.B.2.g.	
	You must upload the Notification of Projects Rejected-Reduced attachment to the 4B. Attachments Screen.	

1.	Did your CoC reject any project application(s) submitted for funding during its local competition?	Yes
2.	Did your CoC reduce funding for any project application(s) submitted for funding during its local competition?	Yes
3.	Did your CoC inform applicants why your CoC rejected or reduced their project application(s) submitted for funding during its local competition?	Yes
4.	If you selected Yes for element 1 or element 2 of this question, enter the date your CoC notified applicants that their project applications were being rejected or reduced, in writing, outside of e-snaps. If you notified applicants on various dates, enter the latest date of any notification. For example, if you notified applicants on 06/26/2023, 06/27/2023, and 06/28/2023, then you must enter 06/28/2023.	09/07/2023

1E-5a.	Projects Accepted–Notification Outside of e-snaps.	
	NOFO Section V.B.2.g.	
	You must upload the Notification of Projects Accepted attachment to the 4B. Attachments Screen.	

	Enter the date your CoC notified project applicants that their project applications were accepted and ranked on the New and Renewal Priority Listings in writing, outside of e-snaps. If you notified applicants on various dates, enter the latest date of any notification. For example, if you notified applicants on 06/26/2023, 06/27/2023, and 06/28/2023, then you must enter 06/28/2023.	09/07/2023
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1E-5b.	Local Competition Selection Results for All Projects.	
	NOFO Section V.B.2.g.	
	You must upload the Local Competition Selection Results attachment to the 4B. Attachments Screen.	

	Does your attachment include: 1. Project Names; 2. Project Scores; 3. Project accepted or rejected status; 4. Project Rank–if accepted; 5. Requested Funding Amounts; and 6. Reallocated funds.	Yes
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1E-5c.	Web Posting of CoC-Approved Consolidated Application 2 Days Before CoC Program Competition Application Submission Deadline.	
	NOFO Section V.B.2.g. and 24 CFR 578.95.	
	You must upload the Web Posting–CoC-Approved Consolidated Application attachment to the 4B. Attachments Screen.	

	Enter the date your CoC posted the CoC-approved Consolidated Application on the CoC’s website or partner’s website–which included: 1. the CoC Application; and 2. Priority Listings for Reallocation forms and all New, Renewal, and Replacement Project Listings.	09/22/2023
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1E-5d.	Notification to Community Members and Key Stakeholders that the CoC-Approved Consolidated Application is Posted on Website.	
	NOFO Section V.B.2.g.	
	You must upload the Notification of CoC-Approved Consolidated Application attachment to the 4B. Attachments Screen.	

	Enter the date your CoC notified community members and key stakeholders that the CoC-approved Consolidated Application was posted on your CoC’s website or partner’s website.	09/22/2023
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2A. Homeless Management Information System (HMIS) Implementation

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

2A-1.	HMIS Vendor.	
	Not Scored–For Information Only	

	Enter the name of the HMIS Vendor your CoC is currently using.	BitFocus
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2A-2.	HMIS Implementation Coverage Area.	
	Not Scored–For Information Only	

	Select from dropdown menu your CoC’s HMIS coverage area.	Single CoC
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2A-3.	HIC Data Submission in HDX.	
	NOFO Section V.B.3.a.	

	Enter the date your CoC submitted its 2023 HIC data into HDX.	04/28/2023
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2A-4.	Comparable Database for DV Providers–CoC and HMIS Lead Supporting Data Collection and Data Submission by Victim Service Providers.	
	NOFO Section V.B.3.b.	

	In the field below:	
1.	describe actions your CoC and HMIS Lead have taken to ensure DV housing and service providers in your CoC collect data in HMIS comparable databases;	
2.	state whether DV housing and service providers in your CoC are using a HUD-compliant comparable database–compliant with the FY 2022 HMIS Data Standards; and	

3. state whether your CoC's HMIS is compliant with the FY 2022 HMIS Data Standards.

(limit 2,500 characters)

1. ACTIONS TO ENSURE DV PROVIDERS COLLECT DATA IN A COMPARABLE DATABASE: As part of the annual compilation of data for the Housing Inventory Count (HIC) and sheltered PIT, the CoC and HMIS Lead work with DV providers to collect information from their comparable databases. This is an ongoing practice and includes a review to ensure data accuracy of data and compliance with HUD requirements. Reports are requested annually from DV providers in HUD format produced by their comparable database. Collaborative projects request CSV files for consolidated uploads. Consistency of data elements is monitored according to ability to provide the requested reports and according to HUD guidance. When HMIS fields are updated by HUD, comparable database fields are also updated. APRs are requested in CSV zipped file formats for upload along with accompanying human readable reports from their comparable databases. The new DV-CES will add a more standard and robust data system for housing navigation and coordinated entry prioritization.
2. WHETHER DV PROVIDERS ARE USING DATABASES COMPLIANT WITH 2022 DATA STANDARDS. All DV providers in the CoC are currently using HUD-compliant comparable database that is compliant with the FY 2022 HMIS Data Standards.
3. HMIS DATA STANDARDS. Yes, the CoC's HMIS system is compliant with the 2022 HMIS Data Standards.

2A-5. Bed Coverage Rate—Using HIC, HMIS Data—CoC Merger Bonus Points.
 NOFO Section V.B.3.c. and V.B.7.

Enter 2023 HIC and HMIS data in the chart below by project type:

Project Type	Total Year-Round Beds in 2023 HIC	Total Year-Round Beds in HIC Operated by Victim Service Providers	Total Year-Round Beds in HMIS	HMIS Year-Round Bed Coverage Rate
1. Emergency Shelter (ES) beds	2,276	135	1,942	90.71%
2. Safe Haven (SH) beds	53	0	53	100.00%
3. Transitional Housing (TH) beds	1,042	21	940	92.07%
4. Rapid Re-Housing (RRH) beds	1,198	0	1,198	100.00%
5. Permanent Supportive Housing (PSH) beds	5,257	0	3,802	72.32%
6. Other Permanent Housing (OPH) beds	0	0	0	

2A-5a. Partial Credit for Bed Coverage Rates at or Below 84.99 for Any Project Type in Question 2A-5.
 NOFO Section V.B.3.c.

For each project type with a bed coverage rate that is at or below 84.99 percent in question 2A-5, describe:

1. steps your CoC will take over the next 12 months to increase the bed coverage rate to at least 85 percent for that project type; and

2.	how your CoC will implement the steps described to increase bed coverage to at least 85 percent.
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(limit 2,500 characters)

1.STEPS TO INCREASE COVERAGE: The only project type that is not covered at above 85% is Permanent Supportive Housing. Many of the existing projects in the PSH inventory are non-CoC funded and do not receive other sources of funding that require HMIS participation. VASH vouchers, in particular, are not entered into HMIS and make up 566 total PSH beds. While newer sources of State funding now require HMIS participation, many PSH projects developed with State funds in prior years did not require HMIS (e.g. MHSA funding, MHP/SH, etc.)

2.IMPLEMENTING STEPS TO INCREASE BED COVERAGE: As new funding rolls out from the State of California through sources such as No Place Like Home and Homekey, new PSH will increasingly be required to participate in HMIS. In addition, the Alameda County Health Care Services Agency (HCSA) is using CalAIM funding to provide tenancy supporting services in PSH throughout the county, which is attractive to many developers. Any new PSH seeking to incorporate CalAIM funded services must participate in CE and HMIS.

2A-6.	Longitudinal System Analysis (LSA) Submission in HDX 2.0.	
	NOFO Section V.B.3.d.	
	You must upload your CoC's FY 2023 HDX Competition Report to the 4B. Attachments Screen.	

Did your CoC submit at least two usable LSA data files to HUD in HDX 2.0 by February 28, 2023, 8 p.m. EST?	No
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2B. Continuum of Care (CoC) Point-in-Time (PIT) Count

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

2B-1.	PIT Count Date.	
	NOFO Section V.B.4.a	

	Enter the date your CoC conducted its 2023 PIT count.	01/25/2023
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2B-2.	PIT Count Data–HDX Submission Date.	
	NOFO Section V.B.4.a	

	Enter the date your CoC submitted its 2023 PIT count data in HDX.	04/28/2023
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2B-3.	PIT Count–Effectively Counting Youth in Your CoC’s Most Recent Unsheltered PIT Count.	
	NOFO Section V.B.4.b.	

	Describe in the field below how your CoC:	
	1. engaged unaccompanied youth and youth serving organizations in your CoC’s most recent PIT count planning process;	
	2. worked with unaccompanied youth and youth serving organizations to select locations where homeless youth are most likely to be identified during your CoC’s most recent PIT count planning process; and	
	3. included youth experiencing homelessness as counters during your CoC’s most recent unsheltered PIT count.	

(limit 2,500 characters)

1.ENGAGED STAKEHOLDERS THAT SERVE HOMELESS YOUTH: The County has instituted a dedicated youth count to improve the representation of unaccompanied children and transition-age youth under the age of 25 experiencing homelessness. In 2022 Covenant House Oakland, Youth UpRising, UC Berkeley Suitcase Clinic, YEAH! Covenant House, REACH Ashland Youth Center, Beyond Emancipation, VOICES Youth Center, and the Alameda County Youth Action Board led the recruitment of youth guides and of their staff to accompany and transport youth guides during the count.

2.INVOLVED HOMELESS YOUTH IN THE ACTUAL COUNT: To conduct the count, service providers recruited youth with lived experience of homelessness and knowledge of where to locate other young people experiencing homelessness to serve as youth guides. Youth guides were compensated for their time, including time spent in training immediately prior to deployment. We aim to increase the number of these teams in the next count.

3.WORKED WITH STAKEHOLDERS TO SELECT LOCATIONS WHERE HOMELESS YOUTH ARE MOST LIKELY TO BE IDENTIFIED: The youth guides recruited to participate in the 2022 count helped specify locations where other young people who are experiencing homelessness were likely to be found.

2B-4.	PIT Count–Methodology Change–CoC Merger Bonus Points.	
	NOFO Section V.B.5.a and V.B.7.c.	

	In the field below:	
1.	describe any changes your CoC made to your sheltered PIT count implementation, including methodology or data quality changes between 2022 and 2023, if applicable;	
2.	describe any changes your CoC made to your unsheltered PIT count implementation, including methodology or data quality changes between 2022 and 2023, if applicable; and	
3.	describe how the changes affected your CoC’s PIT count results; or	
4.	state “Not Applicable” if there were no changes or if you did not conduct an unsheltered PIT count in 2023.	

(limit 2,500 characters)
 Not applicable.

2C. System Performance

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

2C-1.	Reduction in the Number of First Time Homeless–Risk Factors Your CoC Uses.	
	NOFO Section V.B.5.b.	
	In the field below:	
1.	describe how your CoC determined the risk factors to identify persons experiencing homelessness for the first time;	
2.	describe your CoC’s strategies to address individuals and families at risk of becoming homeless; and	
3.	provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the number of individuals and families experiencing homelessness for the first time	

(limit 2,500 characters)

1. DETERMINING RISK FACTORS: In 2023, Alameda County (the Collaborative Applicant) established a homelessness prevention strategy team made up of representatives from the Probation Department, Social Services, Health Care Services and Housing and Community Development. This team also includes people with lived experience who have participated in prevention systems; service providers; and All Home (a non-profit organization advancing regional solutions to poverty and homelessness). This team has participated in a series of 6 regional convenings to review relevant data and identify promising practices and systems for preventing homelessness. The end result of this work will be an Alameda County homelessness prevention framework that will be completed in January 2024 and serve as a companion to the Home Together Plan. As part of this work, the County is developing an “upstream” screening tool that mainstream system providers can use to better predict when a household might need services or financial assistance to prevent homelessness. Criteria included in the tool include history of homelessness or someone in the household with a history of homelessness; a serious medical event; extremely low income and rent burdened; and having utility arrears.

2. STRATEGIES TO ADDRESS FAMILIES/INDIVIDUALS AT RISK: Over the past few years, the CoC has seen increased investment in prevention services. A specific example is Keep Oakland Housed, a collaboration of three nonprofit partners that provides legal representation, eviction prevention, benefits advocacy, emergency financial assistance, and supportive services to break the cycle of poverty. 211 and Coordinated Entry assessors are trained to engage in housing problem solving conversations. The CoC also added flexible funding pools to identify rapid solutions that involve light financial support. A new intervention, shallow rent subsidies, will help people with fixed or limited incomes relieve their rent burdens and reduce risk of becoming homeless.

3. NAME RESPONSIBLE: Our revised CoC governance charter includes a new committee, Housing Stability and Homelessness Prevention, that will improve existing homelessness prevention efforts and develop additional strategies to prevent new homelessness through cross-sector collaboration. This committee will coordinate with the County team developing the countywide prevention framework and All Home.

2C-1a.	Impact of Displaced Persons on Number of First Time Homeless.	
	NOFO Section V.B.5.b	

<p>Was your CoC’s Number of First Time Homeless [metric 5.2] affected by the number of persons seeking short-term shelter or housing assistance displaced due to:</p>

1.	natural disasters?	Yes
2.	having recently arrived in your CoCs’ geographic area?	Yes

(limit 2,500 characters)

1. **NATURAL DISASTERS.** In 2022-2023 the Alameda County homelessness response system has to contend with a significant increase in requests for housing assistance by people displaced from their housing as a result of the January 2023 flooding event. People displaced from Affordable Housing complexes, in particular, needed access to homelessness prevention and housing navigation.

2. **RECENTLY ARRIVED.** In the past fiscal year, Alameda County has seen a dramatic increase in the numbers of Afghan refugees arriving in our community. Our County Social Services Department coordinated assistance for these households, including many who were in need of shelter and housing. The Health Care Services Agency (HCSA) was a key partner in efforts to provide services and housing to these arriving immigrants.

2C-2.	Length of Time Homeless—CoC's Strategy to Reduce.	
	NOFO Section V.B.5.c.	
	In the field below:	
1.	describe your CoC's strategy to reduce the length of time individuals and persons in families remain homeless;	
2.	describe how your CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and	
3.	provide the name of the organization or position title that is responsible for overseeing your CoC's strategy to reduce the length of time individuals and families remain homeless.	

(limit 2,500 characters)

1. STRATEGY TO REDUCE LOT HOMELESS: The median length of time homeless for persons in emergency shelter and transitional housing decreased slightly from FY 2021 to FY 2022. This progress is due in part to the CoC’s efforts to prioritize all types of housing and support resources to households with the longest duration of homelessness and highest barriers to housing. This prioritization strategy has increased the resources that are accessible to households experiencing long durations of homelessness in order to end their homelessness. The CoC provides technical assistance and training to build a housing-first culture that effectively engages vulnerable persons who historically have been the most difficult to house. In 2022-2023 the CoC has focused on working with housing providers to reduce barriers for those entering housing by reviewing applications faster. The CE system is also providing more referrals at a time so that housing providers can identify an eligible tenant who wants the unit more quickly. The CoC continues to increase RRH units to assist individuals and families to obtain stable housing faster. In addition, the CoC has increased the number of Housing Navigators in the system so that everyone who has been matched to a housing opportunity can be located and connected. Finally, the CoC continues to create additional low-barrier housing opportunities such as non-congregate shelters that target unsheltered individuals and focus on permanent housing exits, thereby decreasing the total length of time homeless.

2. IDENTIFYING AND HOUSING LONGEST TIME HOMELESS: Alameda County’s Coordinated Entry System has a system in place through its Crisis Assessment and Housing Assessment process to identify the household’s length of time homeless. This information, along with other information gathered during assessment, is used to develop a Threshold Score, which determines whether a household is added to the Housing Queue and matched to housing resources, and in what order of priority. The length of time it takes to match households to housing resources is based on current housing inventory and anticipated vacancies. Length of Time Homeless is a tie breaker in the vulnerability score.

3. NAME RESPONSIBLE: The CoC’s Coordinated Entry Staff with support from the CoC Access, Outreach and Coordination Committee.

2C-3.	Exits to Permanent Housing Destinations/Retention of Permanent Housing—CoC’s Strategy	
	NOFO Section V.B.5.d.	
	In the field below:	
	1. describe your CoC’s strategy to increase the rate that individuals and persons in families residing in emergency shelter, safe havens, transitional housing, and rapid rehousing exit to permanent housing destinations;	
	2. describe your CoC’s strategy to increase the rate that individuals and persons in families residing in permanent housing projects retain their permanent housing or exit to permanent housing destinations; and	
	3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to increase the rate that individuals and families exit to or retain permanent housing.	

(limit 2,500 characters)

1. **INCREASING ES/SH/TH/RRH EXITS TO PSH:** To increase the proportion of people exiting homelessness to permanent housing, the CoC has expanded housing navigation resources through a partnership with the County Health Care Services Agency. Housing navigation is prioritized and matched to the most vulnerable households through coordinated entry. The CoC also continues to expand RRH and Landlord Liaison services with an eye toward quick and flexible housing options in the private market. The CoC is also in the process of seating a new Housing Capacity Committee which will coordinate housing resources and funding among the County, cities, housing authorities and the East Bay Housing Organization (EBHO). The County has recently received several new State of CA funding sources to increase Interim and Permanent Housing, including Community Care Expansion (CCE) and Behavioral Health Bridge Housing (BHBH) which will expand housing options for people who are medically frail and/or have behavioral health conditions. The County is also partnering with Housing Authorities to use EHVs to provide permanent subsidies for people in RRH programs who need ongoing economic support to ensure housing stability.

2. **INCREASING RETAIN PH/EXIT TO PH:** The CoC rate of exits to permanent housing and permanent housing retention among persons enrolled in permanent housing remained high at 97% in FY 2022 (was 98% in FY 2021). The CoC continues to grow the spectrum of prevention resources and working to prioritize households at highest risk of homelessness. The County’s Home Together 2026 Plan calls for expansion of tenancy sustaining services, targeted to households that face obstacles to housing retention. This intervention is being scaled up in part through Medi-Cal Managed Care, part of the Medicaid reform initiative in California focused on social determinants of health known as CalAIM. As of September 2023 there are 1,550 people receiving tenancy sustaining services through CalAIM and the County has secured commitment letters for thousands more.

3. **NAME RESPONSIBLE:** Collaborative Applicant staff (Office of Homeless Care and Coordination) with support from CoC System Impact Committee.

2C-4.	Returns to Homelessness—CoC’s Strategy to Reduce Rate.	
	NOFO Section V.B.5.e.	
	In the field below:	
	1. describe your CoC’s strategy to identify individuals and families who return to homelessness;	
	2. describe your CoC’s strategy to reduce the rate of additional returns to homelessness; and	
	3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the rate individuals and persons in families return to homelessness.	

(limit 2,500 characters)

1.ID HOUSEHOLDS WHO RETURN TO HOMELESSNESS: The CoC carefully tracks returns to homelessness using HMIS, Stella P and Longitudinal Systems Analysis data. This data has shown that chronically homeless persons tend to return to homelessness at a higher rate than those who are not. Historically, RRH projects showed higher returns to homelessness than other types of permanent housing programs, prompting changes to program models and system policies, such as moving people from RRH programs into EHVs to ensure housing stability. However, permanent housing exits from emergency shelter and transitional housing more often are to unsubsidized rentals, permanent housing with family, and permanent housing with friends. There is also a racial disparity in who returns to homelessness. The Home Together Plan dashboard analysis of returns for 2021-2022 shows that 65% of people returning to homelessness were African American but only 55% of housing placements were households identifying as African American. Returns are also more likely to be from people who are not receiving ongoing services and subsidies.

2. STRATEGY TO REDUCE RATE OF RETURNS TO HOMELESSNESS: The CoC’s Outreach, Access and Coordination (OAC) Committee has flagged people in time limited subsidy programs as a priority population for housing problem solving and prevention resources and is working on system policies to provide more support to individuals who exit to unassisted permanent housing placements. OAC has updated the medically frail prioritization within CE and updated the health and safety transfer policies. This committee is continuing to monitor returns to homelessness, particularly from a racial equity perspective. Currently, the CoC has increased landlord liaison and tenancy sustaining services to mediate landlord relationships and provide support to tenants. The Health Care Services Agency (HCSA) has also used CalAIM (MediCal waiver) to significantly increase the availability of tenancy sustaining services throughout the system, in both scattered site and site based PSH. The CoC has also developed the 211 operators’ capacity to provide housing problem-solving conversations and referrals to prevent homelessness. The CoC is launching a Housing Stabilization and Prevention subcommittee that will begin work in fall 2023.

3. NAME RESPONSIBLE: HCSA staff (the Collaborative Applicant), with support from CoC Outreach, Access and Coordination Committee.

2C-5.	Increasing Employment Cash Income—CoC’s Strategy.	
	NOFO Section V.B.5.f.	
	In the field below:	
1.	describe your CoC’s strategy to access employment cash sources;	
2.	describe how your CoC works with mainstream employment organizations to help individuals and families experiencing homelessness increase their employment cash income; and	
3.	provide the organization name or position title that is responsible for overseeing your CoC’s strategy to increase income from employment.	

(limit 2,500 characters)

1.INCREASING EMPLOYMENT INCOME: The CoC utilizes a range of strategies to increase access to employment income. Rapid rehousing programs, such as Linkages, focus on connecting participants to income by partnering with local resource centers, employment programs, one-stops, and educational and licensure programs. Furthermore, the CoC assists clients to enroll in and retain public benefits, which ensures access to a wide range of employment, training programs, and supportive services available for public benefits recipients. In one example of an innovative effort, the City of Oakland recently secured a Family Homelessness Challenge Grant through California Interagency Council on Homelessness. Through this grant, the City of Oakland and partners will offer individualized workforce support services to families across the entire homelessness response system. Families experiencing homelessness in Oakland will be able to access workforce support such as job search assistance, transportation, and childcare even if they move between different programs.

2.WORKING WITH MAINSTREAM EMPLOYMENT ORGS: Service coordinators connect participants to available opportunities according to their abilities and needs and provide direct support in resume development and interviewing skills through trainings, workshops and job counseling. Project staff also assist in applying to job openings and share information about upcoming job fairs. The Alameda Point Collaborative (APC), a permanent supportive housing project, has a strong focus on employment services. APC also has a long- standing workforce development program and has created multiple social enterprises, including a plant nursery, an urban farm, a commercial kitchen, and bike shop that provide work readiness, training and employment opportunities for residents. Alameda County is developing a plan with REDF to develop social enterprises to employ people in PSH and RRH. The City of Berkeley contracts with Downtown Streets (DTS), an agency that supports volunteers who are homeless or at risk with employment services to find jobs. Employment and training programs provided through public benefit programs also offer a wide range of services to homeless clients, including the CalWORKs Welfare-to-Work (WTW) and the CalFresh Employment and Training programs.

3.NAME RESPONSIBLE: Assistant Agency Director for Workforce and Benefits Administration at the Social Services Administration.

2C-5a.	Increasing Non-employment Cash Income–CoC's Strategy	
	NOFO Section V.B.5.f.	
	In the field below:	
	1. describe your CoC's strategy to access non-employment cash income; and	
	2. provide the organization name or position title that is responsible for overseeing your CoC's strategy to increase non-employment cash income.	

(limit 2,500 characters)

1. **INCREASING NON-EMPLOYMENT INCOME:** The rate of adult stayers who increased their non-employment cash income in FY 2021 grew to 24% from 22% in FY2020. The CoC directs programs to assess income and non-cash benefits of all participants at intake and upon annual assessment 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. The Alameda County Social Services Agency (ACSSA) and Alameda County Behavioral Health oversee strategies to increase client incomes through SSI Advocacy. SSI Advocacy assists Alameda County residents who are aged, blind, and/or disabled successfully transition from General Assistance (GA) or CalWORKs to programs that provide superior benefits, including Supplemental Security Income (SSI), Social Security Disability Income (SSDI), or the Cash Assistance Program for Immigrants (CAPI). ACSSA Social Workers or attorneys from the Homeless Action Center or Bay Area Legal Aid provide application assistance to GA and CalWORKs clients throughout the entire SSI application and appeal processes. They also assist clients with referrals to physical or mental health providers to obtain a physical or mental health evaluation that may be required to accompany the application. Through CalAIM Housing Community Supports, Alameda County is piloting expanded legal aid services to help people secure and/or sustain benefits. State HDAP funding is also being used for legal services for people with disabilities who are experiencing homelessness and need support to secure or sustain their benefits. This project will expend \$16 million over two years for people who are disabled and not receiving SSI (mostly on housing but some on legal services).

2. **NAME RESPONSIBLE:** Assistant Agency Director for Workforce and Benefits Administration at the Social Services Administration.

3A. Coordination with Housing and Healthcare

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

3A-1.	New PH-PSH/PH-RRH Project–Leveraging Housing Resources.	
	NOFO Section V.B.6.a.	
	You must upload the Housing Leveraging Commitment attachment to the 4B. Attachments Screen.	

	Is your CoC applying for a new PH-PSH or PH-RRH project that uses housing subsidies or subsidized housing units which are not funded through the CoC or ESG Programs to help individuals and families experiencing homelessness?	Yes
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3A-2.	New PH-PSH/PH-RRH Project–Leveraging Healthcare Resources.	
	NOFO Section V.B.6.b.	
	You must upload the Healthcare Formal Agreements attachment to the 4B. Attachments Screen.	

	Is your CoC applying for a new PH-PSH or PH-RRH project that uses healthcare resources to help individuals and families experiencing homelessness?	Yes
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3A-3.	Leveraging Housing/Healthcare Resources–List of Projects.	
	NOFO Sections V.B.6.a. and V.B.6.b.	

If you selected yes to questions 3A-1. or 3A-2., use the list feature icon to enter information about each project application you intend for HUD to evaluate to determine if they meet the criteria.

Project Name	Project Type	Rank Number	Leverage Type
Oak Days PSH	PH-PSH		Both
Adult Board and Care	PH-PSH		Healthcare

3A-3. List of Projects.

1. What is the name of the new project? Oak Days PSH

2. Enter the Unique Entity Identifier (UEI):

3. Select the new project type: PH-PSH

4. Enter the rank number of the project on your
CoC's Priority Listing:

5. Select the type of leverage: Both

3A-3. List of Projects.

1. What is the name of the new project? Adult Board and Care

2. Enter the Unique Entity Identifier (UEI):

3. Select the new project type: PH-PSH

4. Enter the rank number of the project on your
CoC's Priority Listing:

5. Select the type of leverage: Healthcare

3B. New Projects With Rehabilitation/New Construction Costs

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

3B-1.	Rehabilitation/New Construction Costs–New Projects.	
	NOFO Section V.B.1.s.	

Is your CoC requesting funding for any new project application requesting \$200,000 or more in funding for housing rehabilitation or new construction?	No
--	----

3B-2.	Rehabilitation/New Construction Costs–New Projects.	
	NOFO Section V.B.1.s.	

If you answered yes to question 3B-1, describe in the field below actions CoC Program-funded project applicants will take to comply with:

1.	Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u); and
2.	HUD’s implementing rules at 24 CFR part 75 to provide employment and training opportunities for low- and very-low-income persons, as well as contracting and other economic opportunities for businesses that provide economic opportunities to low- and very-low-income persons.

(limit 2,500 characters)
 Not applicable

3C. Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

3C-1.	Designating SSO/TH/Joint TH and PH-RRH Component Projects to Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes.	
	NOFO Section V.F.	

	Is your CoC requesting to designate one or more of its SSO, TH, or Joint TH and PH-RRH component projects to serve families with children or youth experiencing homelessness as defined by other Federal statutes?	No
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3C-2.	Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes.	
	NOFO Section V.F.	

You must upload the Project List for Other Federal Statutes attachment to the 4B. Attachments Screen.

If you answered yes to question 3C-1, describe in the field below:

1.	how serving this population is of equal or greater priority, which means that it is equally or more cost effective in meeting the overall goals and objectives of the plan submitted under Section 427(b)(1)(B) of the Act, especially with respect to children and unaccompanied youth than serving the homeless as defined in paragraphs (1), (2), and (4) of the definition of homeless in 24 CFR 578.3; and
2.	how your CoC will meet requirements described in Section 427(b)(1)(F) of the Act.

(limit 2,500 characters)

Not applicable

4A. DV Bonus Project Applicants for New DV Bonus Funding

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

4A-1.	New DV Bonus Project Applications.	
	NOFO Section I.B.3.I.	

Did your CoC submit one or more new project applications for DV Bonus Funding?	Yes
--	-----

4A-1a.	DV Bonus Project Types.	
	NOFO Section I.B.3.I.	

Select yes or no in the chart below to indicate the type(s) of new DV Bonus project(s) your CoC included in its FY 2023 Priority Listing.

	Project Type	
1.	SSO Coordinated Entry	No
2.	PH-RRH or Joint TH and PH-RRH Component	Yes

You must click "Save" after selecting Yes for element 1 SSO Coordinated Entry to view questions 4A-2, 4A-2a. and 4A-2b.

4A-3.	Assessing Need for New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects in Your CoC's Geographic Area.	
	NOFO Section I.B.3.I.(1)(c)	

1.	Enter the number of survivors that need housing or services:	1,072
2.	Enter the number of survivors your CoC is currently serving:	281
3.	Unmet Need:	791

4A-3a.	How Your CoC Calculated Local Need for New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
NOFO Section I.B.3.I.(1)(c)		
Describe in the field below:		
1.	how your CoC calculated the number of DV survivors needing housing or services in question 4A-3 element 1 and element 2; and	
2.	the data source (e.g., comparable databases, other administrative data, external data source, HMIS for non-DV projects); or	
3.	if your CoC is unable to meet the needs of all survivors please explain in your response all barriers to meeting those needs.	

(limit 2,500 characters)

1.HOW COC CALCULATED NUMBER OF DV SURVIVORS NEEDING HOUSING OR SERVICES: The Point in Time survey conducted in 2022 estimated that 11% of people who are currently homeless were fleeing domestic violence. Our CoC PIT was 9,747 people, so 11% is approximately 1,072. Additionally, up to 31% of respondents indicated they had experienced domestic violence at some point.

2.DATA SOURCE: This is calculated based on the Point in Time Count with Survey from 2022. Services provided are based on the HIC for 2022.

3.BARRIERS TO MEETING NEEDS OF ALL SURVIVORS: The CoC currently has very limited resources for people fleeing violence. The CoC is launching a DV Coordinated Entry System that will comply with VAWA and privacy needs and ensure that DV survivors have access to the same housing and services as other individuals and families. Both applicants for DV bonus projects (SAVE and Ruby's Place) are key partners in this endeavor. SAVE will serve as the South and East County hub. The community still needs more dedicated housing resources with services tailored to this population. While training and coordination have been significantly improved in the provider community in recent years, the ongoing escalation of calls has highlighted the need for coordinated access with flexible resources and housing connections.

4A-3b.	Information About Unique Project Applicants and Their Experience in Housing Placement and Housing Retention for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
NOFO Section I.B.3.I.(1)		
Use the list feature icon to enter information on each unique project applicant applying for New PH-RRH and Joint TH and PH-RRH Component DV Bonus projects—only enter project applicant information once, regardless of how many DV Bonus projects that applicant is applying for.		

Applicant Name
Ruby's Place
Safe Alternatives...

Project Applicants Applying for New PH-RRH and Joint TH and PH-RRH DV Bonus Projects

4A-3b.	Information About Unique Project Applicants and Their Experience in Housing Placement and Housing Retention for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section II.B.11.e.(1)(d)	

Enter information in the chart below on the project applicant applying for one or more New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects included on your CoC's FY 2023 Priority Listing for New Projects:

1.	Applicant Name	Ruby's Place
2.	Project Name	Empowering Futures
3.	Project Rank on the Priority Listing	
4.	Unique Entity Identifier (UEI)	
5.	Amount Requested	
6.	Rate of Housing Placement of DV Survivors–Percentage	80%
7.	Rate of Housing Retention of DV Survivors–Percentage	90%

You must enter a response for elements 1 through 7 in question 4A-3b.

4A-3b.1.	Applicant Experience in Housing Placement and Retention for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(d)	

For the rate of housing placement and rate of housing retention of DV survivors reported in question 4B-3b., describe in the field below:

1.	how the project applicant calculated both rates;	
2.	whether the rates accounts for exits to safe housing destinations; and	
3.	the data source (e.g., comparable databases, other administrative data, external data source, HMIS for non-DV projects).	

(limit 1,500 characters)

1.HOW PROJECT CALCULATED RATE OF HOUSING PLACEMENT AND RETENTION: The rate of housing placements is calculated as the number of clients placed in units with RRH support to the number of clients referred to the program. The rate of housing retention is calculated as the number of clients currently receiving RRH support for housing compared to the number of clients placed in housing. As a new program, no clients have yet reached the expiration of their RRH contract.

2.WHETHER THE RATES ACCOUNTS FOR EXITS TO SAFE HOUSING DESTINATIONS: Exit to Safe Housing Destination as calculated by RP is a separate measure taken of individuals who engage with the program to the point of receiving housing support. The rate is expected to be at or above 90%. To date the rate of exits to safe housing for these and similar programs at RP is above 99% since 2017.

3.DATA SOURCE: As a victims' service provider, Ruby's Place cannot share confidential client information directly in the HMIS data system. Client information, including the rates of housing placement and retention, is tracked in an HMIS comparable database: Apricot. Apricot is a secure, cloud-based social services database program operated by Social Solutions, a leading provider of case management software since 2000. A three-person data team ensures data integrity and maintains the database to HMIS standards.

4A-3c.	Applicant Experience in Providing Housing to DV Survivor for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(d)	

Describe in the field below how the project applicant:	
1.	ensured DV survivors experiencing homelessness were quickly moved into safe affordable housing;
2.	prioritized survivors—you must address the process the project applicant used, e.g., Coordinated Entry, prioritization list, CoC's emergency transfer plan, etc.;
3.	determined which supportive services survivors needed;
4.	connected survivors to supportive services; and
5.	moved clients from assisted housing to housing they could sustain—address housing stability after the housing subsidy ends.

(limit 2,500 characters)

1.ENSURES SURVIVORS MOVE QUICKLY INTO HOUSING: Ruby’s Place (RP) works with each program participant to determine the appropriate housing strategy, and the average time from rapid re-housing (RRH) program enrollment to move-in is two months. Participants requiring immediate stabilization reside in RP’s emergency shelter for an average of four months before moving into permanent housing. RRH is provided for up to 24 months.

2.PRIORITIZED SURVIVORS: RP RRH Expansion will provide RRH for victims residing in any of the four RP homeless shelter sites for adults, among their network of VSPs and eligible individuals and families referred by the coordinated entry system. The CoC has voluntary transfer policies to protect client safety and prevent homelessness due to safety concerns. If a client accesses the system through CE, intake begins with an anonymous Safety Screening to connect households to VSPs. DV survivors are informed of the options to seek services through the DV system.

3.DETERMINED WHICH SUPPORTIVE SERVICES SURVIVORS NEEDED: Survivors go through a trauma-informed intake process in which they begin to set case goals for themselves with assistance from trained staff. Each survivor has different resources and needs and their services experience will be customized for them. In practical terms, almost all survivors choose stable and affordable housing as their first goal, with employment and/or education second. Most homeless survivors of DV come to RP with zero income.

4.CONNECTED SURVIVORS TO SUPPORTIVE SERVICES: RP case managers receive training and support to provide accurate and timely advice on a variety of mainstream benefits. RP has a case manager dedicated to supporting clients’ application for mainstream benefits, including Medicare, Medi-Cal (Medicaid), SSI, early childhood development services, CalFresh (food stamps), and other programs.

5.MOVED CLIENTS INTO SUSTAINABLE HOUSING: Case plans focus on transition into a permanent housing option, sometimes in the same unit without a rent subsidy. Case management and partnerships with employment and training services will help most survivors to increase income so they will be able to maintain permanent housing. In other cases, case managers will assist with the search for permanent supportive housing in mainstream programs. The existing RP RRH programs operating since 2017 have had zero exits to homelessness.

4A-3d.	Applicant Experience in Ensuring DV Survivor Safety for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(d)	
	Describe in the field below examples of how the project applicant ensured the safety and confidentiality of DV survivors experiencing homelessness by:	
1.	taking steps to ensure privacy/confidentiality during the intake and interview process to minimize potential coercion of survivors;	
2.	making determinations and placements into safe housing;	
3.	keeping information and locations confidential;	
4.	training staff on safety and confidentiality policies and practices; and	
5.	taking security measures for units (congregate or scattered site), that support survivors’ physical safety and location confidentiality.	

(limit 2,500 characters)

1. STEPS TO ENSURE PRIVACY/CONFIDENTIALITY DURING THE INTAKE AND INTERVIEW PROCESS TO MINIMIZE POTENTIAL COERCION OF SURVIVORS: Staff conducts safety planning with program participants and community members who call or text RP’s 24-hour crisis hotline. The intake space is entirely private. As a trauma-informed agency, the organization does not require that participants immediately reveal the nature of their trauma or exploitation and allows that information to be shared over several intake sessions, if needed.
2. MAKING DETERMINATIONS AND PLACEMENTS INTO SAFE HOUSING: Case Managers work with every participant to help them safety plan and identify what will constitute safe housing for them. This decision is arrived at through close collaboration with the participant.
3. KEEPING INFORMATION AND LOCATIONS CONFIDENTIAL: The locations of all Ruby’s Place facilities and scattered site housing are kept confidential and the utmost care is taken in using electronic note systems to ensure that the information cannot be hacked.
4. TRAINING STAFF ON SAFETY AND CONFIDENTIALITY POLICIES AND PRACTICES: All RP staff receive 60 hours of training on working with victims of domestic violence which includes rigorous instruction on safety planning.
5. TAKING SECURITY MEASURES FOR UNITS (CONGREGATE OR SCATTERED SITE) THAT SUPPORT SURVIVORS’ PHYSICAL SAFETY AND LOCATION CONFIDENTIALITY: The RP’s emergency shelter and site-based transitional housing programs are fenced and gated with a security camera entrance system and 24-hour on-site staff.

4A-3d.1.	Applicant Experience in Evaluating Their Ability to Ensure DV Survivor Safety for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(d)	

Describe in the field below how the project has evaluated its ability to ensure the safety of DV survivors the project served in the project, including any areas identified for improvement during the course of the proposed project.

(limit 2,500 characters)

PROJECT EVALUATED TO ENSURE SAFETY OF SURVIVORS: RP has been providing trauma-informed, victim-centered support for victims of domestic violence since 1971 and provides a continuum of housing choices for its participants, including emergency shelter, site-based transitional housing, and scattered-site rapid re-housing. In the more than 20 years it has been operational, the location of the emergency shelter and transitional housing facility have successfully been maintained as confidential. RP regularly seeks anonymous feedback from clients and staff through surveys and/or third-party-managed focus groups in Spanish and English that addresses, among other topics, actual and perceived survivor and staff safety.

4A-3e.	Applicant Experience in Trauma-Informed, Victim-Centered Approaches for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(d)	

	Describe in the field below examples of the project applicant’s experience using trauma-informed, victim-centered approaches to meet needs of DV survivors by:
1.	prioritizing placement and stabilization in permanent housing consistent with the program participants’ wishes and stated needs;
2.	establishing and maintaining an environment of agency and mutual respect, e.g., the project does not use punitive interventions, ensures program participant staff interactions are based on equality and minimize power differentials;
3.	providing program participants access to information on trauma, e.g., training staff on providing program participants with information on the effects of trauma;
4.	emphasizing program participants’ strengths, e.g., strength-based coaching, questionnaires and assessment tools include strength-based measures, case plans worked towards survivor-defined goals and aspirations;
5.	centering on cultural responsiveness and inclusivity, e.g., training on equal access, cultural competence, nondiscrimination, language access, improving services to be culturally responsive, accessible, and trauma-informed;
6.	providing a variety of opportunities for connection for program participants, e.g., groups, mentorships, peer-to-peer, spiritual needs; and
7.	offering support for survivor parenting, e.g., trauma-informed parenting classes, childcare, connections to legal services.

(limit 5,000 characters)

1. PARTICIPANT CHOICE AND RAPID PLACEMENT STABILIZATION IN PH: Participants are encouraged to access whichever level of housing they feel is appropriate for themselves and their families, and staff work with them to access and maintain that housing. In addition, participant’s choice and rapid placement and stabilization in permanent housing, when chosen, are the cornerstones of the successful RRH program RP has been operating since 2017.
2. ESTABLISHING AND MAINTAINING MUTUAL RESPECT: Policies are designed to minimize the power differential between clients and staff. RP uses a relational, trauma-informed model which holds mutual respect as one of its highest values. All RP staff receive at least 60 hours of training on this model and are supported through reflective supervision to embody its values.
3. PROVIDING PARTICIPANTS ACCESS TO INFORMATION ON TRAUMA: Participants are provided psychoeducation on the effects of childhood trauma and coping with trauma responses during their clinical sessions with a licensed Marriage and Family Therapist.
4. EMPHASIZING PROGRAM PARTICIPANT STRENGTH: Clinical services and case management work from a strength-based model of services and in close partnership with participants to identify each person’s individual strengths in order to assist them in building goals and support their unique plans.
5. CENTERING CULTURAL RESPONSIVENESS AND INCLUSIVITY: RP serves a diverse clientele of individuals who have survived human trafficking and domestic violence, and strives to ensure that its programs and services are effective, equitable, understandable, respectful, and responsive to diverse cultural beliefs, practices, preferred languages, and other communication needs. For example, staff speak eight different languages, and over 80% of staff are bilingual, particularly in English and Spanish. All participants are informed of the availability of language assistance. The agency’s governance and leadership promote culturally and linguistically appropriate, sensitive, and relevant services through policies, practices and partnerships developed. RP recruits, promotes and supports a diverse governance board, staff leadership, and general workforce that represent the populations served and are educated on policies and best practices on an ongoing basis.
6. PROVIDING OPPORTUNITIES FOR CONNECTION FOR PROGRAM PARTICIPANTS: RP offers weekly support groups and monthly social activities that include participants from all shelter and housing programs, although attendance at group activities is not required for any program participant. It also partners with Mujeres Unidas y Activas to provide peer-to-peer support for mono-lingual Spanish speaking immigrants. Although residents of scattered-site permanent housing rarely travel to participate in group activities, they do form a strong connection with their respective case manager, who visits them regularly.
7. OFFERING SUPPORT FOR PARENTING: The organization offers weekly children’s programs with play-and-art-therapy activities for children while parents participate in a support group for parents. Child development information and positive parenting techniques are discussed in the support group, which also offers opportunities for self-care.

4A-3f.	Applicant Experience in Meeting Service Needs of DV Survivors for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(d)	

Describe in the field below examples of supportive services the project provided to domestic violence survivors while quickly moving them into permanent housing and addressing their safety needs.

(limit 5,000 characters)

SUPPORTIVE SERVICES APPLICANT PROVIDED TO DOMESTIC VIOLENCE SURVIVORS WHILE MOVING INTO PERMANENT HOUSING AND ADDRESSING SAFETY NEEDS: The clinical and case management staff at RP provide trauma-informed, wrap-around services to victims of domestic violence to prepare them to be successful in permanent housing and to help the process of healing from trauma. Individual case plans, arrived at in partnership between the case manager and the participant, can address service needs including bad credit history, housing search and counseling, education services, etc. Individual safety needs for cameras or other security are handled on a case-by-case basis.

EXAMPLES OF HOW PROJECT APPLICANT PROVIDES SUPPORTIVE SERVICES TO SURVIVORS: RP provides legal services to help DV survivors pursue child custody, legal protection, and resolve outstanding legal matters through partnership with pro-bono attorneys at the Alameda County Family Justice Center, Asian Pacific Islander Legal Outreach (APILO), and Justice at Last. RP offers job training and employment support services through partnership with Rubicon Services at the America’s Job Center of California in Hayward. Licensed clinicians at RP provide mental health care services at no cost to program participants and their children. Case Managers quickly assess whether survivors need credit repair services and assist them in restoring their credit, which is often necessary to obtain affordable housing for survivors whose credit has been damaged. They also work with participants to access mainstream benefits including income subsidy programs, food programs, utility discount programs, and medical insurance. Case Managers also provide warm referrals and follow-ups to low-or-no-cost community services, including education programs, drug and alcohol treatment programs, childcare, and accessing medical care. RP has an exclusive relationship with a local dentist who provides pro-bono dental care to program participants.

4A-3g.	Plan for Trauma-Informed, Victim-Centered Practices for New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(e)	

Describe in the field below examples of how the new project(s) will:	
1.	prioritize placement and stabilization in permanent housing consistent with the program participants’ wishes and stated needs;
2.	establish and maintaining an environment of agency and mutual respect, e.g., the project does not use punitive interventions, ensures program participant staff interactions are based on equality and minimize power differentials;
3.	provide program participants access to information on trauma, e.g., training staff on providing program participants with information on the effects of trauma;
4.	emphasize program participants’ strengths—for example, strength-based coaching, questionnaires and assessment tools include strength-based measures, case plans work towards survivor-defined goals and aspirations;
5.	center on cultural responsiveness and inclusivity, e.g., training on equal access, cultural competence, nondiscrimination, language access, improving services to be culturally responsive, accessible, and trauma-informed;
6.	provide a variety of opportunities for connection for program participants, e.g., groups, mentorships, peer-to-peer, spiritual needs; and

7. offer support for survivor parenting, e.g., trauma-informed parenting classes, childcare, connections to legal services.

(limit 5,000 characters)

1.PARTICIPANT CHOICE AND RAPID PLACEMENT STABILIZATION IN PH: The housing preferences of program participants are solicited early in the case management process. If preferences cannot be met within the program, case managers will work with participants to narrow down their priorities or will be assisted with seeking housing outside of the program. Participants will never be offered housing that does not meet their stated preferences and needs. In six years of operations, all clients have been realistic and helpful in the housing search. The program goal is to have enrolled participants housed within 2 months. If emergency support is needed during that time, RP can provide it through its shelter or hotel voucher programs.

2.ESTABLISHING AND MAINTAINING MUTUAL RESPECT: The program will not use punitive interventions. Case Managers and housing program staff receive 60 hours of training in providing trauma-informed care in a relational (mutual respect) model. Interactions are based on equality and minimizing power differentials. The RP housing forms and procedures have been reviewed by third-party experts and any language that was found to be punitive, un-egalitarian, not victim-centered, or culturally insensitive was removed. RP continues to refine these processes as staff deepen their expertise in trauma-informed care.

3.PROVIDING PARTICIPANTS ACCESS TO INFORMATION ON TRAUMA: Participants can receive information about trauma in group settings and one-on-one with any member of the direct services staff. Clients wishing to explore trauma in their own lives or to learn more can do so in groups or one-on-one with trained RP clinicians who are available in person and who move from site to site within the RP programs to be available either for appointments or for casual interactions.

4.EMPHASIZING PROGRAM PARTICIPANT STRENGTH: Case Management at RP is a strengths-based process that includes exploring strengths, goals and aspirations. The case plan is individual to each participant and is made up of their own goals paired with the resources that the case manager can bring to help in the achievement of those goals. In several years of operating under a trauma-informed, relational model, RP staff see that almost all program participants are able to recognize a path toward their goals once they have had sufficient time in a secure, safe, and healthy place with supportive and healthy relationships.

5.CENTERING CULTURAL RESPONSIVENESS AND INCLUSIVITY: RP provides staff with training on equal access and cultural competence. The organization creates its print materials in Spanish, English, and other languages as needed, and is in the process of transitioning digital materials to multiple languages. Signage is posted in English, Spanish, Standard Chinese, and Braille. The board, leadership, and direct staff is racially, ethnically, culturally, and linguistically diverse to reflect the participants served. To continually address cultural competence issues, RP has a staff Racial Equity Collective (REC) which includes third-party experts, that can help to educate staff peer-to-peer and to coordinate formal trainings.

4A-3h.	Involving Survivors in Policy and Program Development, Operations, and Evaluation of New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(f)	
	Describe in the field below how the new project will involve survivors:	
1.	with a range of lived expertise; and	
2.	in policy and program development throughout the project's operation.	

(limit 2,500 characters)

FEEDBACK FROM CURRENT AND FORMER PARTICIPANTS:RP solicits feedback and suggestions on how to improve the program through regular anonymous surveys, focus groups managed by third parties, anonymous suggestion boxes, and a formal grievance procedure that includes the board of directors. The contact information for agency leaders is openly published and some suggestions are provided directly in that manner. RP regularly seeks participant input as part of its action research program and continual program improvement activities, as well as in response to stakeholder requirements. LIVED EXPERIENCE INFORMING PROGRAMS: RP staff, board of directors, and advisory boards all contain individuals with lived experience who help to inform program design. The agency is primarily led by individuals with lived experiences of gender-based violence. A spot on the Board of Directors is held for a formerly homeless program participant. The Youth Advisory Board is made up of young clients who have experienced homelessness. Program design seeks to incorporate aspects of clients' lived experience so as to improve the program experience for victims. Examples include removing confusion or redundant language from program documents and adding clarifying signage when necessary. When advice from survivors conflicts (for example, one group feels safer with more cameras on site and another group feels surveilled and unsafe with increased cameras on site) staff work to mediate and come to consensus with trauma-informed techniques.

Project Applicants Applying for New PH-RRH and Joint TH and PH-RRH DV Bonus Projects

4A-3b.	Information About Unique Project Applicants and Their Experience in Housing Placement and Housing Retention for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section II.B.11.e.(1)(d)	
	Enter information in the chart below on the project applicant applying for one or more New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects included on your CoC's FY 2023 Priority Listing for New Projects:	

1.	Applicant Name	Safe Alternatives to Violent Environments (SAVE)
2.	Project Name	Mariposa II
3.	Project Rank on the Priority Listing	

4.	Unique Entity Identifier (UEI)	
5.	Amount Requested	
6.	Rate of Housing Placement of DV Survivors–Percentage	72%
7.	Rate of Housing Retention of DV Survivors–Percentage	61%

You must enter a response for elements 1 through 7 in question 4A-3b.

4A-3b.1.	Applicant Experience in Housing Placement and Retention for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(d)	

For the rate of housing placement and rate of housing retention of DV survivors reported in question 4B-3b., describe in the field below:

1.	how the project applicant calculated both rates;
2.	whether the rates accounts for exits to safe housing destinations; and
3.	the data source (e.g., comparable databases, other administrative data, external data source, HMIS for non-DV projects).

(limit 1,500 characters)

1.HOW PROJECT CALCULATED RATE OF HOUSING PLACEMENT AND RETENTION: The housing placement rate calculation includes the families who exited SAVE’s safe house into permanent housing as well as the households who entered the Housing First program who were literally homeless and were assisted to secure new housing. The retention calculation includes all the participants in the Housing First program who were housed while in the program during FY 22/23 and remained housed as of 6/30/23. The outcomes are unknown for a number of participants who required only brief assistance to stabilize their housing and did not request further assistance. SAVE’s current funder does not require tracking these outcomes.

2.WHETHER THE RATES ACCOUNTS FOR EXITS TO SAFE HOUSING DESTINATIONS: The placement rate calculation includes survivors who exited the SAVE safe house to permanent housing (including safe housing) as well as survivors from the Housing First program who were literally homeless and secured safe housing while in the program.

3.DATA SOURCE: Outcomes for safe house residents are based on self-report by residents as they exit and are tracked in SAVE’s database as they exit the safe house. These results are reported to county funding agencies. SAVE’s current housing first funder does not require precise tracking of outcomes. SAVE staff conduct periodic follow up with clients who have left the program and attempt to track whether or not they have maintained their housing.

4A-3c.	Applicant Experience in Providing Housing to DV Survivor for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(d)	

Describe in the field below how the project applicant:

1.	ensured DV survivors experiencing homelessness were quickly moved into safe affordable housing;
2.	prioritized survivors—you must address the process the project applicant used, e.g., Coordinated Entry, prioritization list, CoC’s emergency transfer plan, etc.;
3.	determined which supportive services survivors needed;

4.	connected survivors to supportive services; and
5.	moved clients from assisted housing to housing they could sustain—address housing stability after the housing subsidy ends.

(limit 2,500 characters)

1.ENSURES SURVIVORS MOVE QUICKLY INTO HOUSING: As survivors enter SAVE services, case managers and advocates work with them to assess housing needs and barriers to stable housing and partner to develop case plans with a focus on eliminating the barriers and moving toward housing. Advocates provide help with applications, gathering documentation and advocacy with landlords and other entities (housing authorities, social services, etc.). SAVE also assists survivors to address financial barriers such as past utility bills, security deposits, credit checks, and other costs related to moving.

2.PRIORITIZED SURVIVORS: SAVE is a victim service provider as defined by HUD (a private nonprofit organization whose primary mission is to provide direct services to victims of domestic violence) thus we only serve survivors in our housing programs.

3.DETERMINED WHICH SUPPORTIVE SERVICES SURVIVORS NEEDED: SAVE staff conduct intake and assessment using a Housing Assessment Tool to determine housing, financial, family, health, safety, and other needs. SAVE staff develop an Individual Case Plan with each survivor, structured within eight domains of well-being. Using the Plan as a guide, staff provide a balance of brainstorming, empathy, advocacy, assessment, and education by working with survivors to identify resources that help them work toward their goals.

4.CONNECTED SURVIVORS TO SUPPORTIVE SERVICES: Survivors in SAVE’s safe house and housing programs are strongly encouraged to utilize the supportive services offered at SAVE - individual counseling, group therapy, educational workshops, assistance with TRO’s, and case management. SAVE strives to make these services as easy to access as possible - any staff person can make a referral to another SAVE service, counseling and case management appointments are available evenings and weekends, wait times are generally very short. Staff also make referrals and warm handoffs to the large network of SAVE partners.

5.MOVED CLIENTS INTO SUSTAINABLE HOUSING: In the process of developing housing plans with survivors, our case managers make every effort to ensure that the plan is realistic and that the client will be able to sustain the housing when the subsidy ends. This is achieved through a combination of encouraging the survivor to focus the housing search on affordable, realistic options and exploring what opportunities the survivor has to increase their income as necessary.

4A-3d.	Applicant Experience in Ensuring DV Survivor Safety for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(d)	

Describe in the field below examples of how the project applicant ensured the safety and confidentiality of DV survivors experiencing homelessness by:	
1.	taking steps to ensure privacy/confidentiality during the intake and interview process to minimize potential coercion of survivors;
2.	making determinations and placements into safe housing;
3.	keeping information and locations confidential;
4.	training staff on safety and confidentiality policies and practices; and

	5. taking security measures for units (congregate or scattered site), that support survivors' physical safety and location confidentiality.
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(limit 2,500 characters)

1. STEPS TO ENSURE PRIVACY/CONFIDENTIALITY: All services provided at SAVE, including assessments and intakes for housing services are conducted in a private and confidential manner. Case managers work in offices with doors that can be closed. All SAVE staff have been trained in confidentiality and have practices in place to maintain each survivor's confidentiality and privacy. Survivors may ask to have a supportive advocate or friend present, but staff are trained to focus on the survivor-identified priorities and will ask the support person to step out if they feel the survivor is being coerced.

2. MAKING DETERMINATIONS AND PLACEMENTS INTO SAFE HOUSING: Part of the housing plan work with survivors is helping them to identify safety issues that may arise as they seek and obtain permanent housing. For example, when discussing an available housing option with a survivor, case managers will ask questions about the distance from where the abusive partner lives or works or if that person has friends or family in that area. If and when survivors express concern about the safety of a possible housing opportunity, case managers will explore the concerns and when needed, shift the search to a safer area.

3. KEEPING INFORMATION AND LOCATIONS CONFIDENTIAL: SAVE's confidentiality practices are driven by Violence Against Women Act (VAWA) legislation which forbids release of any information about any survivor without their express permission. As soon as a survivor engages in any service with SAVE, this level of confidentiality is in place. All survivor information is kept in a secure database. If a client needs information released, they complete a limited, signed release of confidentiality form prior to staff releasing the requested information.

4. TRAINING STAFF ON SAFETY AND CONFIDENTIALITY POLICIES AND PRACTICES: All SAVE staff participate in the 40-hour domestic violence counselor training mandated by the state of California. Part of that training includes confidentiality practices. Staff also participate in ongoing training opportunities regarding survivor confidentiality.

5. TAKING SECURITY MEASURES FOR UNITS (CONGREGATE OR SCATTERED SITE) THAT SUPPORT SURVIVORS' PHYSICAL SAFETY AND LOCATION CONFIDENTIALITY: All of SAVE's current housing subsidy funds are used at scattered sites. Case managers work with survivors to identify each person's individual safety issues and develop plans to mitigate them as much as is possible.

4A-3d.1.	Applicant Experience in Evaluating Their Ability to Ensure DV Survivor Safety for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.
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NOFO Section I.B.3.I.(1)(d)

Describe in the field below how the project has evaluated its ability to ensure the safety of DV survivors the project served in the project, including any areas identified for improvement during the course of the proposed project.

(limit 2,500 characters)

PROJECT EVALUATED TO ENSURE SAFETY OF SURVIVORS: SAVE’s ability to ensure the safety of survivors served is evaluated on a continuing basis. As described previously, part of SAVE’s housing plan work with survivors includes working collaboratively with clients to assess their safety issues and taking steps to mitigate any anticipated risks. Agency procedures and practices are in place to ensure that all survivor information (including housing related information) is kept confidential and never released without the survivor’s consent. Staff participate in ongoing training opportunities regarding survivor safety and confidentiality. Case managers and advocates are responsible for consistently observing the practices in place. Program managers use supervision as a time to ensure that staff are in compliance with all SAVE policies and practices.

4A-3e.	Applicant Experience in Trauma-Informed, Victim-Centered Approaches for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(d)	

Describe in the field below examples of the project applicant’s experience using trauma-informed, victim-centered approaches to meet needs of DV survivors by:

1.	prioritizing placement and stabilization in permanent housing consistent with the program participants’ wishes and stated needs;
2.	establishing and maintaining an environment of agency and mutual respect, e.g., the project does not use punitive interventions, ensures program participant staff interactions are based on equality and minimize power differentials;
3.	providing program participants access to information on trauma, e.g., training staff on providing program participants with information on the effects of trauma;
4.	emphasizing program participants’ strengths, e.g., strength-based coaching, questionnaires and assessment tools include strength-based measures, case plans worked towards survivor-defined goals and aspirations;
5.	centering on cultural responsiveness and inclusivity, e.g., training on equal access, cultural competence, nondiscrimination, language access, improving services to be culturally responsive, accessible, and trauma-informed;
6.	providing a variety of opportunities for connection for program participants, e.g., groups, mentorships, peer-to-peer, spiritual needs; and
7.	offering support for survivor parenting, e.g., trauma-informed parenting classes, childcare, connections to legal services.

(limit 5,000 characters)

1. PARTICIPANT CHOICE AND RAPID PLACEMENT IN PH: Placement and stabilization is rooted in the survivors' wishes and needs, balanced against what is available in one of the most competitive housing markets in the country. SAVE staff provide information, engage in advocacy, help negotiate a lease or perform a warm hand-off to another organization to assist a survivor in securing permanent housing, however the final decision is always the survivor's.

2. ESTABLISHING AND MAINTAINING MUTUAL RESPECT: Establishing mutual respect begins with a survivor's first contact with the agency. SAVE staff are trained to receive everyone in a respectful, culturally responsive manner. Services are delivered and appointments scheduled as quickly as is feasible. Survivors who require assistance such as interpretation or help with transportation are accommodated. Program staff are trained to take a survivor-centered approach, first identifying what the survivor needs and wants and then providing relevant information. When survivors have difficulty progressing through a plan, case managers work with them to reassess priorities and goals and name the challenges rather than taking punitive actions.

3. PROVIDING PARTICIPANTS ACCESS TO INFORMATION ON TRAUMA: All program staff receive training in trauma-informed approaches to services which include ways to identify how trauma experiences may be manifesting in a survivor's day to day life. Staff are well equipped to discuss with survivors how past trauma may be impacting their current actions or decisions. Counseling services and well-being workshops are forums where survivors can receive information about the effects of trauma and learn about ways to manage the impact their trauma has on them.

4. EMPHASIZING PROGRAM PARTICIPANT STRENGTH: SAVE uses a strengths-based approach in all work with survivors. This means engaging with survivors in a way that offers them the opportunity to share their challenges and successes in a non-judgmental space and at their own pace. This can mean starting from identifying what is going well and how to build on that. Survivors often arrive with very low self-esteem and our staff work to repair that by emphasizing the strength it took to seek help. Staff look for opportunities to point out a strength the survivor might not know they have - how well they are protecting their children, how brave they were to call the police, how hard they must have worked to keep a job while experiencing abuse.

5. CENTERING CULTURAL RESPONSIVENESS AND INCLUSIVITY: SAVE's core values (we are...Welcoming, Bold, Dedicated, Survivor-Centered, Social Justice Advocates) reflect the importance of centering cultural responsiveness and inclusivity in all aspects of the work. The 40-hour domestic violence counselor training that all direct service staff receive includes modules on these concepts. Staff participate in ongoing training opportunities to help them better understand and serve survivors from diverse communities. Many staff are bilingual/bicultural and all staff are trained in how to access interpreters as needed. Staff look for creative ways to ensure that survivors feel like their cultural needs are met, such as by providing culturally diverse and appropriate food; recognizing culturally significant holidays; and ensuring spaces are accessible. In 2021 SAVE launched a comprehensive DEI project by engaging the Center for Excellence in Nonprofits (CEN) to conduct an assessment of the organization and develop a plan for centering our work on IDEAL (Inclusion, Diversity, Equity, Access and Liberation) values.

6. PROVIDING OPPORTUNITIES FOR CONNECTION FOR PROGRAM PARTICIPANTS: At SAVE, part of the case management and peer counseling work is to explore with survivors the connections to community they may have lost and to aid them in reestablishing some sense of community. The safe house offers activities like family movie nights or celebrations of birthdays and

holidays that offer residents an opportunity to connect with others. There are weekly support groups where participants make connections with others who are likely facing similar challenges.

7.OFFERING SUPPORT FOR PARENTING: Survivors are encouraged to use case management to identify needs related to their children and parenting and develop plans that address these needs, including practical needs such as qualifying for assisted childcare, using community resources for school supplies or children’s clothes. Many survivors are understandably scared to discuss challenges with parenting as abusers often use accusations of poor parenting as a control tactic. Many of the survivors are reluctant to reveal trauma that the children may have experienced for fear of being reported to Children and Family Services. Knowing all of this, our case managers approach parenting from a gentle, strengths-based place and work to build trust with survivors so that they feel safe sharing difficult information.

4A-3f.	Applicant Experience in Meeting Service Needs of DV Survivors for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(d)	

Describe in the field below examples of supportive services the project provided to domestic violence survivors while quickly moving them into permanent housing and addressing their safety needs.

(limit 5,000 characters)

SAVE’s work is structured within eight domains of well-being: Education, Income, Employment, Wellbeing, Health Care, Food, Housing, and Safety. Using this as a guide, staff provide a balance of brainstorming, empathy, advocacy, assessment, and education by working with survivors to identify resources (e.g., income and public benefits options, housing solutions, childcare, transportation) that help them work toward goals and access resources that support those goals. SAVE helps survivors develop employment/education plans that lead to a living wage, and offers assistance in identifying, applying, and enrolling in training and education. Staff and survivors meet regularly to continually assess safety risk, monitor progress, address barriers, and make progress adjustments. Staff will work with survivors to identify paths to housing that reflect the individual’s needs, identified obstacles, or challenges. The support provided varies depending on the needs of each survivor and what types of services/support they wish to engage in, including peer crisis counseling, legal advocacy, support, information, referrals to outside services/resources, as well as assurance and comfort from highly trained SAVE staff. Survivors have access to help with restraining orders, referrals to attorneys, help with police reports, and court accompaniment. SAVE provides weekly support groups where participants make connections with others facing similar challenges. Survivors requiring mental health services have access to weekly counseling. Survivors are encouraged to use these services as long as they need to, including after any rental and housing assistance ends. Staff understand the array of local social services and offer warm handoff referrals and linkages to address any other issues.

As with all of SAVE’s services, participation in supportive services is voluntary and does not impact the survivor’s ability access housing assistance. Survivors also have access to SAVE’s regular well-being and self-sufficiency workshops that address financial literacy, stress, educational opportunities, and other aspects of wellness.

4A-3g.	Plan for Trauma-Informed, Victim-Centered Practices for New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(e)	

Describe in the field below examples of how the new project(s) will:

1.	prioritize placement and stabilization in permanent housing consistent with the program participants' wishes and stated needs;
2.	establish and maintaining an environment of agency and mutual respect, e.g., the project does not use punitive interventions, ensures program participant staff interactions are based on equality and minimize power differentials;
3.	provide program participants access to information on trauma, e.g., training staff on providing program participants with information on the effects of trauma;
4.	emphasize program participants' strengths—for example, strength-based coaching, questionnaires and assessment tools include strength-based measures, case plans work towards survivor-defined goals and aspirations;
5.	center on cultural responsiveness and inclusivity, e.g., training on equal access, cultural competence, nondiscrimination, language access, improving services to be culturally responsive, accessible, and trauma-informed;
6.	provide a variety of opportunities for connection for program participants, e.g., groups, mentorships, peer-to-peer, spiritual needs; and
7.	offer support for survivor parenting, e.g., trauma-informed parenting classes, childcare, connections to legal services.

(limit 5,000 characters)

SAVE's plan for the proposed new RRH project is to continue to implement the same approaches and practices that have been successful in the agency's existing programs:

1. **PARTICIPANT CHOICE AND RAPID PLACEMENT IN PH:** Placement and stabilization is rooted in the survivors' wishes and needs, balanced against what is available in one of the most competitive housing markets in the country.

SAVE staff provide information, engage in advocacy, help negotiate a lease or perform a warm hand-off to another organization to assist a survivor in securing permanent housing, however the final decision is always the survivor's.

2. **ESTABLISHING AND MAINTAINING MUTUAL RESPECT:** SAVE staff are trained to receive everyone in a respectful, culturally responsive manner.

Services are delivered and appointments scheduled as quickly as is feasible.

Survivors who require assistance such as interpretation or help with transportation are accommodated. Program staff are trained to take a survivor-centered approach, first identifying what the survivor needs and wants and then providing relevant information. When survivors have difficulty progressing through a plan, case managers work with them to reassess priorities and goals and name the challenges rather than taking punitive actions.

3. **PROVIDING PARTICIPANTS ACCESS TO INFORMATION ON TRAUMA:** All program staff receive training in trauma-informed approaches to services which include ways to identify how trauma experiences may be manifesting in a survivor's day to day life. Staff are well equipped to discuss with survivors how past trauma may be impacting their current actions or decisions. Counseling services and well-being workshops are forums where survivors can receive information about the effects of trauma and learn about ways to manage the impact their trauma has on them.

4. **EMPHASIZING PROGRAM PARTICIPANT STRENGTH:** SAVE uses a strengths-based approach in all work with survivors. This means engaging with survivors in a way that offers them the opportunity to share their challenges and successes in a non-judgmental space and at their own pace. This can mean starting from identifying what is going well and how to build on that. Survivors often arrive with very low self-esteem and our staff work to repair that by emphasizing the strength it took to seek help. Staff look for opportunities to point out a strength the survivor might not know they have - how well they are protecting their children, how brave they were to call the police, how hard they must have worked to keep a job while experiencing abuse.

5. **CULTURAL RESPONSIVENESS AND INCLUSIVITY:** SAVE's core values (we are...Welcoming, Bold, Dedicated, Survivor-Centered, Social Justice Advocates) reflect the importance of centering cultural responsiveness and inclusivity in all aspects of the work. The 40-hour domestic violence counselor training that all direct service staff receive includes modules on these concepts. Staff participate in ongoing training opportunities to help them better understand and serve survivors from diverse communities. Many staff are bilingual/bicultural and all staff are trained how to access interpreters as needed. Staff look for creative ways to ensure that survivors feel like their cultural needs are met, such as by providing culturally diverse and appropriate food; recognizing culturally significant holidays; and ensuring spaces are accessible. In 2021 SAVE launched a comprehensive DEI project by engaging the Center for Excellence in Nonprofits (CEN) to conduct an assessment of the organization and develop a plan for centering our work on IDEAL (Inclusion, Diversity, Equity, Access and Liberation) values.

6. **PROVIDING OPPORTUNITIES FOR CONNECTION:** At SAVE, part of the case management and peer counseling work is to explore with survivors the connections to community they may have lost and to aid them in reestablishing

some sense of community. The safe house offers activities like family movie nights or celebrations of birthdays and holidays that offer residents an opportunity to connect with others. There are weekly support groups where participants make connections with others who are likely facing similar challenges.

7.SUPPORT FOR PARENTING: Survivors are encouraged to use case management to identify needs related to their children and parenting and develop plans that address these needs, including practical needs such as qualifying for assisted childcare or securing school supplies or children’s clothes. Many survivors are understandably scared to discuss challenges with parenting as abusers often use accusations of poor parenting as a control tactic. Many of the survivors are reluctant to reveal trauma that the children may have experienced for fear of being reported to Children and Family Services. Knowing all of this, our case managers approach parenting from a gentle, strengths-based place and work to build trust with survivors so that they feel safe sharing difficult information.

4A-3h.	Involving Survivors in Policy and Program Development, Operations, and Evaluation of New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(f)	
	Describe in the field below how the new project will involve survivors:	
1.	with a range of lived expertise; and	
2.	in policy and program development throughout the project’s operation.	

(limit 2,500 characters)

1.INVOLVING SURVIVORS WITH A RANGE OF LIVED EXPERIENCE: SAVE has a history of engaging survivors in all facets of its work. Persons with lived expertise of intimate partner violence, stalking, dating violence and/or being exposed to violence as a child are found across the organization: on the board, in leadership and as line staff and volunteers. SAVE is intentional about engaging the voices of lived experience in policy, program development, operations and evaluation. For example, in a recent Theory of Change/Strategic Planning process SAVE not only solicited advice/feedback from staff/board/volunteers who are survivors, but also reached out to the client community and engaged them as stakeholders in the work.

2.INVOLVING SURVIVORS IN POLICY AND PROGRAM DEVELOPMENT: SAVE prioritizes hiring personnel with lived expertise and as a result most program staff will have a deep understanding of intimate partner violence. Survivors on staff have been involved in program design and will lead the implementation of the project. This fall SAVE is engaging the services of a program evaluator to help evaluate the organization’s emergency shelter and housing program. Survivor feedback will be instrumental in this process. The evaluation report should be completed in early 2024 and will inform the launch of the proposed RRH project (Mariposa II). Recently SAVE has begun work with Listen4Good -- a nonprofit that helps organizations better engage and solicit feedback from constituents and make changes in real time based on their input, and then report back to the constituents. SAVE’s housing program will be included in this work, providing a way to regularly solicit feedback from people actively using the program and integrating their feedback into ongoing program operations.

4B. Attachments Screen For All Application Questions

We have provided the following guidance to help you successfully upload attachments and get maximum points:

1. You must include a Document Description for each attachment you upload; if you do not, the Submission Summary screen will display a red X indicating the submission is incomplete.
2. You must upload an attachment for each document listed where 'Required?' is 'Yes'.
3. We prefer that you use PDF files, though other file types are supported—please only use zip files if necessary. Converting electronic files to PDF, rather than printing documents and scanning them, often produces higher quality images. Many systems allow you to create PDF files as a Print option. If you are unfamiliar with this process, you should consult your IT Support or search for information on Google or YouTube.
4. Attachments must match the questions they are associated with.
5. Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process.
6. If you cannot read the attachment, it is likely we cannot read it either.
 - . We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).
 - . We must be able to read everything you want us to consider in any attachment.
7. After you upload each attachment, use the Download feature to access and check the attachment to ensure it matches the required Document Type and to ensure it contains all pages you intend to include.
8. Only use the "Other" attachment option to meet an attachment requirement that is not otherwise listed in these detailed instructions.

Document Type	Required?	Document Description	Date Attached
1C-7. PHA Homeless Preference	No		
1C-7. PHA Moving On Preference	No		
1D-11a. Letter Signed by Working Group	Yes	Lived Experience ...	09/22/2023
1D-2a. Housing First Evaluation	Yes	Homestretch MOU	09/22/2023
1E-1. Web Posting of Local Competition Deadline	Yes	Screen Shot of Ap...	09/22/2023
1E-2. Local Competition Scoring Tool	Yes		
1E-2a. Scored Forms for One Project	Yes		
1E-5. Notification of Projects Rejected-Reduced	Yes		
1E-5a. Notification of Projects Accepted	Yes		
1E-5b. Local Competition Selection Results	Yes	Project List	09/22/2023
1E-5c. Web Posting—CoC-Approved Consolidated Application	Yes		

1E-5d. Notification of CoC-Approved Consolidated Application	Yes		
2A-6. HUD's Homeless Data Exchange (HDX) Competition Report	Yes	HDX Report	09/22/2023
3A-1a. Housing Leveraging Commitments	No	Oak Days Letter	09/22/2023
3A-2a. Healthcare Formal Agreements	No	Oak Days Letter	09/22/2023
3C-2. Project List for Other Federal Statutes	No		
Other	No		

Attachment Details

Document Description:

Attachment Details

Document Description:

Attachment Details

Document Description: Lived Experience Letter

Attachment Details

Document Description: Homestretch MOU

Attachment Details

Document Description: Screen Shot of Application Deadline

Attachment Details

Document Description:

Attachment Details

Document Description:

Attachment Details

Document Description:

Attachment Details

Document Description:

Attachment Details

Document Description: Project List

Attachment Details

Document Description:

Attachment Details

Document Description:

Attachment Details

Document Description: HDX Report

Attachment Details

Document Description: Oak Days Letter

Attachment Details

Document Description: Oak Days Letter

Attachment Details

Document Description:

Attachment Details

Document Description:

Submission Summary

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

Page	Last Updated
1A. CoC Identification	08/09/2023
1B. Inclusive Structure	09/22/2023
1C. Coordination and Engagement	09/22/2023
1D. Coordination and Engagement Cont'd	09/22/2023
1E. Project Review/Ranking	09/22/2023
2A. HMIS Implementation	09/22/2023
2B. Point-in-Time (PIT) Count	09/22/2023
2C. System Performance	09/22/2023
3A. Coordination with Housing and Healthcare	Please Complete
3B. Rehabilitation/New Construction Costs	09/22/2023
3C. Serving Homeless Under Other Federal Statutes	09/22/2023

4A. DV Bonus Project Applicants

Please Complete

4B. Attachments Screen

Please Complete

Submission Summary

No Input Required

Notes:

3A. Coordination with Housing and Healthcare list contains 2 incomplete items.

4A. DV Bonus Project Applicants list contains 2 incomplete items.



September 26, 2023

Alameda County Office of Homeless Care and Coordination
Collaborative Applicant
Oakland, Berkeley/Alameda County CoC

Re: 2023 HUD CoC NOFO Letter of Support from Working Group of People With Lived Experience

Dear Collaborative Applicant,

The Oakland, Berkeley/Alameda County CoC recognizes that the voice of people with lived experience of homelessness is essential to how we design and implement an effective homelessness response system in Alameda County. In the revision to its governance charter approved in February 2022, the CoC set a policy that all boards, committees, and workgroups must have a minimum representation of one-third people with lived experience of homelessness.

The signatories on this letter are members of the following CoC groups and played the following roles in the development of the 2023 CoC Consolidated Application:

- CoC Strategies, Funding and Compliance Committee – drafted recommendations to the Leadership Board on Strategic Direction for the 2023 NOFO and is developing recommendations for year-round monitoring and compliance activities for CoC funded projects.
- CoC NOFO Committee – developed and adopted the 2023 CoC local application process, scoring factors, and review and ranking process, and created the proposed Project Priority List for 2023.
- NOFO Appeals Panel – reviewed and made decisions on applicant appeals regarding their placement on the Priority List.
- CoC Leadership Board – adopted Strategic Direction for the 2023 CoC NOFO and approved the final Consolidated Application.

We support the Oakland, Berkeley/Alameda County CoC's application for 2023 CoC funding, including the priorities for serving individuals and families experiencing homelessness with severe service needs. We also support all the Project Applications included on the Project Priority list.

The individuals signing this letter, as well as many others who have experienced homelessness in Alameda County, will continue to bring our perspectives to discussions about preventing and ending homelessness in our community. We will be actively involved in decision-making, with the goal of ensuring that our homelessness response system is providing housing and services that respect the individuality and dignity of those the system is designed to support.

Thank you for the opportunity to submit this letter of support.

Signed,

Ray Corona
CoC NOFO Appeals Panel Member
CoC Standards, Compliance & Funding
Committee Member

Paulette Franklin
CoC Leadership Board Member

Arlene Hipp
CoC NOFO Committee Member

Ms. Shelley Gonzalez
CoC Leadership Board Member

Brenda Wadsworth
CoC Leadership Board Member

Deidre Wan
CoC Leadership Board Member
CoC NOFO Committee Member

Alameda County 2023 Continuum of Care NOFO - Project Rating and Ranking List
As Approved by NOFO Committee 9.6.2023

Rank	Project Name	Applicant Name (Recipient)	Project Type	Amount	Cumulative Total
TIER ONE					
1	Carmen Avenue Apartments	Alameda County Allied Housing Program	PSH	\$36,166	\$36,166
2	Health, Housing and Integrated Services Network	LifeLong Medical Care	PSH	\$549,672	\$585,838
3	Channing Way Apartments	Bonita House	PSH	\$41,933	\$627,771
4	Supportive Housing Collaborative Project	City of Berkeley	PSH	\$3,949,021	\$4,576,792
5	Alameda County Shelter Plus Care - TRA	Alameda County	PSH	\$7,234,650	\$11,811,442
6	Alameda County Shelter Plus Care - SRA	Alameda County	PSH	\$1,375,520	\$13,186,962
7	Homes for Wellness	Alameda County	PSH	\$977,636	\$14,164,598
8	Alameda County Shelter Plus Care - PRA	Alameda County	PSH	\$479,164	\$14,643,762
9	Laguna Commons Rental Assistance Program (RAP)	Alameda County Behavioral Health Care Services	PSH	\$184,312	\$14,828,074
10	COACH Project	City of Berkeley	PSH	\$2,327,914	\$17,155,988
11	Lorenzo Creek Consolidated	Alameda County	PSH	\$312,153	\$17,468,141
12	Welcome Home San Leandro	Alameda County	PSH	\$722,928	\$18,191,069
13	STAY Well Housing	Abode Services	PSH	\$870,778	\$19,061,847
14	Oakland PATH Re-Housing Initiative (consolidated with Impact)	Abode Services	PSH	\$2,089,557	\$21,151,404
15	Regent Street	Resources for Community Development	PSH	\$72,317	\$21,223,721
16	Alameda County Shelter Plus Care - SRO	Alameda County	PSH	\$670,164	\$21,893,885
17	APC Multi-Service Center	Alameda County	PSH	\$1,111,092	\$23,004,977
18	North County Family Rapid Rehousing Collaborative	City of Oakland	RRH	\$847,623	\$23,852,600
19	Housing Fast Support Network TH/RRH	City of Oakland	TH/RRH	\$2,448,465	\$26,301,065
20	Peter Babcock House & Redwood Hill	Satellite Affordable Housing	PSH	\$82,947	\$26,384,012
21	APC Consolidated PSH	Alameda County	PSH	\$411,055	\$26,795,067
22	Welcome Home Full Consolidation	Alameda County	PSH	\$3,342,116	\$30,137,183
23	Bessie Coleman Court Permanent Supportive Housing	Cornerstone Community Development	PSH	\$267,166	\$30,404,349
24	Rapid Re-Housing for Victims of Domestic Violence Renewal - DV	Ruby's Place	RRH	\$1,264,339	\$31,668,688
25	Turning Point	Larkin Street Youth Services	TH	\$422,579	\$32,091,267
26	Rapid Re-Housing for TAY Survivors of Domestic Violence - DV	Ruby's Place	RRH	\$1,000,328	\$33,091,595
27	Concord House	Resources for Community Development	PSH	\$99,943	\$33,191,538
28	Tri-City FESCO Bridgeway Apartments	Alameda County	PSH	\$42,973	\$33,234,511
29	Coordinated Entry	Alameda County	SSO-CE	\$1,038,171	\$34,272,682
30	InHouse HMIS (includes new expansion grant)	Alameda County	HMIS	\$1,591,907	\$35,864,589
31	DV CES	Alameda County Health Care Agency	SSO-CE/DV	\$921,563	\$36,786,152
32	Alameda County Domestic Violence SSO CES Project	Cornerstone Community Development	SSO-CE/DV	\$160,137	\$36,946,289
33	Transitional Housing and Rapid Re-Housing for Youth Victims of DV	Ruby's Place	TH/RRH	\$975,000	\$37,921,289
34	North County Homeless Youth Rapid Rehousing	City of Oakland	RRH	\$302,658	\$38,223,947
	Tier One Subtotal			\$38,223,947	
TIER 2					
34	North County Homeless Youth Rapid Rehousing	City of Oakland	RRH	\$ 677,343.00	\$ 38,901,290.00
35	Southern Alameda County Housing/Jobs Linkages Program	Alameda County	RRH	\$ 1,405,314.00	\$ 40,306,604.00
36	Banyan House Transitional Housing Project	Alameda County	TH	\$ 81,320.00	\$ 40,387,924.00
37	Oakland Homeless Youth Housing Collaborative	City of Oakland	TH	\$ 713,095.00	\$ 41,101,019.00
38	Insight Housing Adult Board and Care	Insight Housing	PSH	\$ 723,890.00	\$ 41,824,909.00
39	OakDays Alameda County	Alameda County Health Care Services Agency	PSH	\$ 2,378,964.00	\$ 44,203,873.00

Alameda County 2023 Continuum of Care NOFO - Project Rating and Ranking List
As Approved by NOFO Committee 9.6.2023

Rank	Project Name	Applicant Name (Recipient)	Project Type	Amount	Cumulative Total
40	Empowering Futures: Transition and Stability for Pregnant and Parenting Women	Ruby's Place	TH-RRH (DV)	\$ 829,278.00	\$ 45,033,151.00
41	Safe Alternatives to Violent Environments (SAVE)	Mariposa II	TH-RRH (DV)	\$ 774,366.00	\$ 45,807,517.00
Tier 2 Subtotal				\$ 7,583,570.00	

Summary of Request	
Tier 1 Total (all renewals)	\$38,223,947
Tier 2 Renewals	\$2,877,072
Tier 2 New CoC Bonus (Housing Bonus) Projects	\$3,102,854
Tier 2 New DV Bonus Projects	\$1,603,644
Total Request	\$45,807,517

Summary of Available Competitive Funding	
Competitive Annual Renewal Demand (does not include YHDP)	\$41,101,019
Tier 1	\$38,223,947
ARD in Tier 2	\$2,877,072
CoC Bonus	\$3,102,854
DV Bonus	\$1,603,644
Total Possible Request	\$45,807,517

CoC Program Competition Report

Instructions on How to Access the CoC Program Competition Report in HDX

The annual CoC Program Competition Report can be downloaded from the [HUD Homelessness Data Exchange](#) (HDX) by the CoC Collaborative Applicant and individual users authorized by the Collaborative Applicant.

Step One

Authorized users login to the HDX.

The screenshot shows the HUD.GOV Homelessness Data Exchange (HDX) login page. At the top, it displays the HUD.GOV logo, the U.S. Department of Housing and Urban Development name, and Secretary Ben Carson. Below this is the HDX logo and navigation links for Home, Login, and Create an Account. The main content area contains a login form with fields for Username (Email Address) and Password, and a Login button. There are also links for 'Forgot your password?' and 'Create an Account'.

Step Two

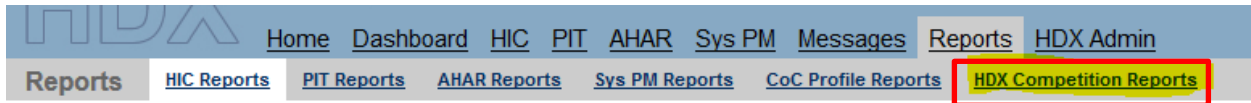
Click on the [Reports](#) link in the blue navigation bar.

The screenshot shows the HUD.GOV Homelessness Data Exchange (HDX) Reports page. At the top, it displays the HUD.GOV logo, the U.S. Department of Housing and Urban Development name, and Secretary Ben Carson. Below this is the HDX logo and navigation links for Home, Dashboard, HIC, PIT, AHAR, Sys PM, Messages, Reports, and HDX Admin. The Reports link is highlighted with a red box. Below the navigation bar, there is a section for 'Reporting Status for AA-101 - Test CoC 1'. This section includes a message: 'As primary contact for this CoC, you may access the [HDX Admin](#). [Click here to update your account information](#)'. Below the message are two data tables: 'Housing Inventory Counts' and 'Point-in-Time Counts'. Both tables show 'Status: In Progress' and 'Report Due: 5/1/2017'. The Housing Inventory Counts table shows 51 Total Organizations, 103 Total Projects, 5702 Total Year-Round Beds, and 77 Total Sheltered PIT. The Point-in-Time Counts table shows 0 Total Persons and 0 Total Households for both Sheltered and Unsheltered Populations. There are 'View HIC' and 'View PIT' links at the bottom of each table.

Housing Inventory Counts	Report Due: 5/1/2017	Point-in-Time Counts	Report Due: 5/1/2017
Status: In Progress	Errors: 446 Warnings: 7	Status: In Progress	Errors: 15 Warnings: 6
Housing Inventory Counts		Point-in-Time Counts	
Date of Inventory Count: 2/16/2017		Sheltered Populations (most recent count)	
Total Organizations: 51		Date of Count: 2/4/2017	
Total Projects: 103		Total Persons: 0	
Total Year-Round Beds: 5702		Total Households: 0	
Total Sheltered PIT: 77		Unsheltered Populations (most recent count)	
Utilization Rate: 1%		Date of Count: 2/4/2017	
Updated By: Tracy D'Alanno		Total Persons: 0	
Updated On: 4/21/2017		Total Households: 0	
View HIC		View PIT	

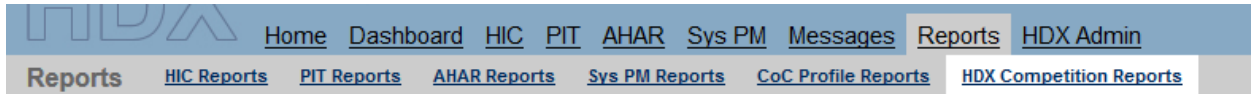
Step Three

Click on the [HDX Competition Reports](#) link in the gray navigation bar.

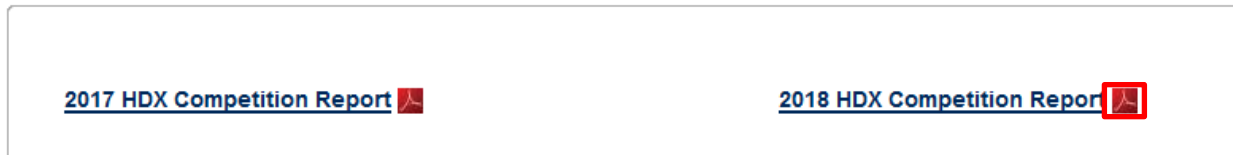


Step Four

Click on the Red Adobe box next to the HDX Competition Report for the year you are reporting on.

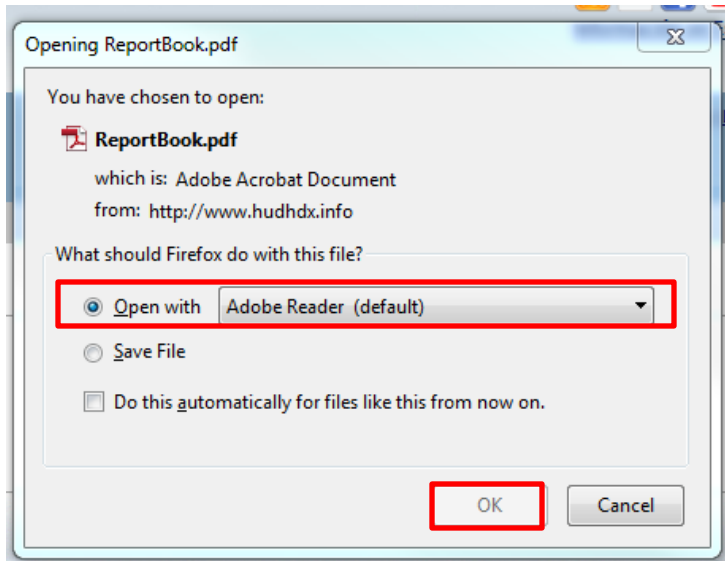


HDX Competition Report



Step Five

Choose the "Open with Adobe Reader" radio button and click OK



Step Six

Save the CoC Program Competition report to your computer.