

# Utah Balance of State Continuum of Care Policies and Procedures

This document outlines key operational components of the CoC, including policies and procedures for the CoC and acts as the Utah Balance of State Continuum of Care Governance Charter

## Version Updates

<b>Date of Update</b>	<b>Date Approved</b>	<b>Changes Made</b>
<b>June 2013</b>		<b>Initial draft of CoC Policies and Procedures</b>
<b>December 2013</b>		<b>Added prioritization process</b>
<b>January 2014</b>	<b>January 27, 2014 meeting of full membership</b>	<b>Updated coordinated access, Monitoring Policies, Administering Assistance, Board Selection</b>
<b>October 2015</b>	<b>October 14, 2015</b>	<b>Updated definition of member, voting member, defined Board, added recusal policy, added prioritization for PSH policy, updated Coordinated Assessment</b>
<b>October 2016</b>	<b>October 18, 2016</b>	<b>Updated Reference to CPD-16- 11 Prioritizing CH Homeless Individuals</b>
<b>February 2018</b>	<b>March 27, 2018</b>	<b>Added DV and LGBTQ Reference</b>
<b>April 2018</b>		<b>Added Emergency Transfer Plan Move on Strategy Reallocation Process Anti-Discrimination Racial Disparities Subcommittee Responsibilities</b>

# Utah Balance of State Continuum of Care Policies and Procedures

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**Policy and Procedure Maintenance:** This will be considered a living document subject to change. Changes to this document will be made in response to changing conditions and regulations and the will of the membership. Changes will be presented at the Utah Balance of State meeting and adopted at the following meeting. In cases where time does not permit, the Leadership Team may approve changes.

## Introduction and purpose

This document serves as the Utah Balance of State Continuum of Care (BOS CoC) Governance Charter. This document outlines key operational components of the Continuum of Care (CoC), including universal policies and procedures or references to other policy and procedure or guideline documents for the CoC.

## Background

A Continuum of Care is a collaborative funding and planning approach that helps communities plan for and provide, as necessary, a full range of emergency, transitional, and permanent housing and other service resources to address the various needs of homeless persons. HUD also refers to the group of service providers involved in the decision making processes as the "Continuum of Care." Funding comes through the Federal Department of Housing and Urban Development (HUD).

The CoC is responsible for recommending organizations and projects to receive Federal funding. The board collaborates directly with the state ESG allocation committee to make ESG funding recommendations and the CoC uses a Prioritization Committee to review and prioritize projects for CoC funding. The Prioritization Committee determines in which order projects submitted by local service organizations will be presented to HUD for funding consideration. Other resources are coordinated at the local level through the Local Homeless Coordinating Committee and the Coordinated Assessment process.

Continuum of Care planning and funding is intended to reduce incidents of homelessness in CoC communities, by assisting homeless individuals and families in quickly transitioning to self-sufficiency and permanent housing.

## Structure and Governance

### Membership

1. Membership in the Utah BOS CoC is open to all stakeholders that reside in, have interest in, or operate in the BOS geography; provide, facilitate or otherwise have an interest in homeless services; and participate in CoC meetings.
2. BOS geography includes 25 counties that are grouped into 11 Local Homeless Coordinating Committees (LHCC). LHCC members are de facto CoC members; however, LHCC membership is not a pre-requisite for BOS CoC membership.
3. The assigned LHCC Board voting member will distribute correspondence to all LHCC members.

### Voting Membership

1. Voting membership resides with the LHCCs.
2. Each LHCC will appoint a board member to the BOS CoC to represent LHCC interests. The appointed board member will be the LHCC representative identified as the elected voting member. Voting members may send proxies so long as they provide the proxy with signed permission to present at the CoC meeting.
3. A quorum exists for the voting membership with the presence of 13 voting members.
4. Voting members are responsible for evaluating proposed governance structures, completing a community assessment, voting new policies into place, and voting directors to the Board.

### BOS CoC Board of Directors:

1. The prospective directors are nominated by LHCCs. The directors elect the chairs and assign three directors to be the CoC's representatives on the HMIS Steering Committee.

2. The Board includes a representative from each of the 11 LHCCs contained within the BOS CoC. In addition, the Board includes one homeless or formerly homeless person who may be nominated from any of the LHCCs.
3. The directors of the BOS CoC Board, with support from CoC staff, oversee: governance, performance, the prioritization process, competitive submission, planning grant reporting, strategic planning, policy creation, and election of Board Chairs and operations of the Homeless Management Information System (HMIS). The directors also coordinate with LHCC chairs and vice-chairs, and support LHCC strategic planning.
4. This process for Board selection will be considered, reviewed, and updated at least annually, or as needed, by the CoC.

### Executive Committee (Chairs) of the CoC Board of Directors:

1. The Board chairs, with support from CoC staff: oversee the day-to-day activities of the CoC, represent the CoC at the State Homeless Coordinating Committee (SHCC) and SHCC allocation committee meetings, engage with assigned regional areas to further CoC integration and coordination, sign letters of support and other CoC correspondence as needed, plan CoC meetings, and attend Board meetings and strategic planning sessions.
2. The chairs rotate through chair-elect, chair, and past chair positions on a bi-annual basis.
3. As a past chair rotates off the executive committee, a new chair-elect is elected by the Board's directors.

### Local Homeless Coordinating Committees (LHCCs)

LHCCs are key to the success of the Utah BOS CoC. The BOS CoC relies heavily upon LHCCs to oversee strategic planning efforts, review performance, and communicate to CoC staff and leadership. LHCCs collaborate locally with consolidated planning efforts to End Chronic Homelessness and Decrease Overall Homelessness. LHCC responsibilities include:

- a) Hold local meetings (open to all stakeholders on at least a quarterly basis) to address local needs and strategic planning, including funding opportunities. LHCCs will also address BOS CoC strategic planning priorities.
- b) Conduct outreach into community to make sure LHCC is represented and inclusive of all stakeholders.
- c) Appoint a Coordinated Assessment lead to guide local effort and participate in the CoC coordinated assessment workgroup.
- d) Appoint a Point-in-Time (PIT) Count lead to guide local effort and participate in the CoC PIT workgroup.
- e) Appoint a Domestic Violence representative to guide local efforts.
- f) Appoint a board member to represent LHCC on the BOS CoC Board.
- g) Quarterly submit updated membership list and attendance to the Collaborative Applicant.
- h) Attend BOS quarterly meetings and annual strategic planning meeting.

### Lead Agency/Collaborative Applicant Designation

The Utah Department of Workforce Services (DWS), Housing and Community Development Division (HCDD), Homelessness Programs Office (HPO) is the collaborative applicant and lead agency in the Balance of State Continuum of Care. The HPO is designated to manage the HMIS operations on its behalf and to provide HMIS project administration functions including staffing with State employees and managing budget and grant requirements.

### HMIS Lead Designation and Governance

The Utah DWS HCDD is designated as the HMIS lead and the LHCCs are the responsible planning groups for HMIS. A Memorandum of Understanding outlines in detail the expectations for each of the three continua and the HMIS

lead. Per HUD policy the CoC's are responsible for HMIS project oversight and implementation, which encompasses:

- a) planning,
- b) administration,
- c) HMIS budget approval and oversight,
- d) grant monitoring and work plan submission approval,
- e) software selection,
- f) managing of HMIS data compliance with HMIS data standards,
- g) reviewing and approving all policies, procedures and data management plans contributing to HMIS Organizations.

The CoC's oversight and governance responsibilities are carried out by the Utah HMIS Steering Committee. The general decision making process is as follows:

- a) Draft policies, procedures, data management plans and other work will be reviewed, amended, and preliminarily approved by the Steering Committee.
- b) The CoC representatives on the Steering Committee are responsible to share draft policies, procedures, data management plans and other work with their perspective CoCs for CoC feedback and approval.
- c) The Steering Committee may give final approval of policies, procedures, data management plans and other work after receiving feedback and approval from each of the three CoCs.

No policy, procedure, data management plan or other work may be approved by the Steering Committee without confirmation and approval by all three CoCs.

## Committees

### Internal Committees

**Local Homeless Coordinating Committees (LHCCs)** are key to the organizational structure of the BOS CoC and their scope, duties and responsibilities were noted above.

**A Point-in-Time (PIT) Count Workgroup** has been established to oversee the work of the annual unsheltered PIT count and quarterly sheltered PIT counts. This committee is made up of a PIT lead from each LHCC. Members work closely with the State of Utah PIT coordinator and HMIS team to assure HUD regulations for the count are adhered to and adequate support is available locally. Responsibilities include:

- Review HUD PIT planning documents & create plan to implement the PIT statewide
- Hold quarterly meetings with all LHCC PIT Leads
- Create method for unsheltered count
- Compile list of Emergency Shelter and Transitional Housing projects that should participate in the PIT
- Review PIT results and determine how to use the information to improve services for persons experiencing homelessness
- Set deadlines and help ensure agencies are submitting required information in accordance with those deadlines
- Attend state training regarding administration practices and reporting requirements
- Volunteer recruitment
- Assist in writing the final report to HUD
- Assist in preparing and submitting the HIC report
- Report quarterly to the BOS Board

**A Coordinated Assessment Workgroup** has been established to develop coordinated assessment policies and procedures and oversee all aspects of implementation. This committee is made up of a Coordinated Assessment

Lead from each LHCC. They are also charged with the responsibility to outreach and to educate local communities about coordinated Entry. Responsibilities include:

- Monitoring implementation and effectiveness of the Coordinated Entry System
- Ensure nondiscriminatory processes while still prioritizing clients with the highest need
- Identify best practices statewide
- Hold quarterly meetings with all LHCC Coordinated Entry Leads
- Review and update BOS Policies and Procedures annually
- Develop measures of effectiveness and review outcomes
- Report quarterly to the BOS Board

**Permanent Supportive Housing & Rapid Rehousing Learning Collaborative Workgroups:** The rapid re-housing and permanent supportive housing learning collaboratives are internal committees made up of all RRH or PSH service providers respectively within the Balance of State geography, regardless of funding source. Through this forum, service providers review, self-evaluate and collaborate on each component of the rapid re-housing and permanent supportive housing program approaches, including an ongoing review of performance data. Throughout these meetings staff compile notes and develop/update a best practice guidelines document to guide program development and monitoring activities. The group collectively identifies performance goals and engages in action planning to improve programming throughout the continuum. As funding allows the BOS will provide RRH and PSH collaborative training/resources. Trainings will alternate. Responsibilities include:

- Develop best practice statewide for PSH and RRH
- Disseminate information to LHCC members
- Report quarterly to the BOS Board

**NOFA Subcommittee** – Responsibilities include:

- Assist in formulating accurate responses for the Statewide Collaborative Application
- Review and become familiar with the guidelines and regulations around the NOFA process.
- Identify HUD outlined priorities
- Identify gaps and help formulate the approach to reduce the gaps
- Attend Full Membership NOFA Trainings and take information back to LHCC
- Share information with communities in an effort to educate and strengthen the application process

**Performance Review Subcommittee-** Responsibilities include:

- Review data quality reports and make plans to address identified issues
- Review System Performance measures and identify areas for improvement
- Assist in final review and submission of the System Performance Measures before they are submitted to HUD
- Identify and bring in additional data sources beyond HMIS to inform the homeless service system (DV, Healthcare, criminal justice data)
- Identify systemic issues in the area that could be addressed using other community resources.
- Identify additional training and resources that are needed to improve performance
- Assist agencies in reviewing and evaluating agency and project level performance
- Assist in preparing and submitting the HIC report
- Identify project type benchmarks for each area
- Report quarterly to the BOS Board

**Policy & Compliance-** Responsibilities include:

- Identify ways to strengthen local and statewide processes

- Review programmatic HUD policies distributed by HUD throughout the year, ensuring implementation in local policies and practices
- Report quarterly to the BOS Board

#### Other Internal Committees

Ad hoc committees will be established as needed by the Board's leadership.

#### CoC Funding and Competition Subcommittees

**A Prioritization Subcommittee** is made up of individuals in the community who have interest in the Continuum of Care process but are not an applicant for the funding cycle of HUD's NOFA. This committee will review community unmet needs, solicit proposals, establish funding priorities, conduct a thorough review of applications to assure accurate and strong applications, and rank the applications according to those reviews. Committee members are selected by the CoC Collaborative Applicant and approved by the CoC Board.

#### Statewide Committees

The State **HMIS Steering Committee** is made up of representation of all three CoC's for the State of Utah as well as ESG representation, local leaders and the Lead Agency HMIS staff. The role and responsibility of the Steering Committee is defined in the HMIS Governance section of this charter. The BOS CoC has three voting positions on this committee.

The **Tri-CoC Committee** is made up of leadership from each of the three continua located in the State of Utah. This body addresses collective needs and inter-continuum coordination. Meetings will be communicated to the BOS board.

The **State Homeless Coordinating Committee (SHCC)** acts as a statewide interagency council on homelessness and drives State funding and strategic planning initiatives. The SHCC encompasses a variety of subcommittees to oversee State initiatives around homelessness. Including;

## Communication

Between CoC meetings, the Board and the Collaborative Applicant will keep members involved using some or all of the following methods:

- Maintaining a directory of CoC board members, as well as updating and distributing it regularly.
- Facilitating localized discussion and planning through LHCCs.
- Establishing working groups to move the work of the CoC forward between meetings.
- Encouraging partners with similar interests to join forces, either by sharing information/best practices or working on strategies to collaborate and support each other's efforts.
- Coordinating peer monitoring among CoC and ESG grantees.
- Sharing information regularly to maintain a focus on ending homelessness in general and the continuum in particular.

Methods of sharing information between CoC meetings will include:

- Information sent out via email.
- Training via webinar and conference call.
- Technical assistance via webinar, in person, and/or phone communication.
- Information added to the CoC website ([www.utahcontinuum.org](http://www.utahcontinuum.org)), including:
  - Information on the work of the Continuum
  - Resources

- o Plans and Implementation
- o Research and data
- o Funding availability, grant application and awards
- o Written agendas and minutes from meetings
- o Policies

## Meetings

1. Generally, a minimum of four member meetings will be held each year.
2. All the meetings of the members of the CoC shall be open to the public. Meetings other than board meetings, including meetings of the Leadership Team, are not open to the public.
3. All membership and Board meetings will have written agendas and minutes which will be posted to the website.
4. The CoC Board or Board chairs may call special member meetings by providing an agenda to all the members at least five days prior to such meeting.
5. A quorum of the voting membership shall exist if at least 13 voting members are present in person or electronically.
6. The CoC chair or her/his designees shall take reasonable steps to ensure that all members are notified of the time and place of all member meetings.
7. A reasonable period of time shall be set aside for members updates to address the CoC at the member meetings.
8. All CoC members shall be permitted to propose “new business” for the next member meeting of the CoC.
9. The annual member meeting of the CoC shall be set by the BOS Board chairs who shall also set the time and location of the meeting.
10. It is recommended that one annual strategic planning session be held in the fall each year.

## Code of Conduct

The Utah Balance of State CoC is responsible to its stakeholders that include affiliates, board, members, and others who have placed faith in our mission, support our goals and work on behalf and with people who are experiencing homelessness throughout the State of Utah.

To uphold this, the BOS CoC Board, its chairs, or anyone acting on behalf of the CoC shall:

- Promote good stewardship of resources;
- Refrain from using organizational resources for non-CoC purposes;
- Observe and comply with all laws and regulations affecting the CoC, staff, officers and board members;
- Insure open and transparent reporting and fiscal accountability;

We recognizing that power comes from a healthy evaluation of both our strengths and weaknesses, and uphold the highest standards of accountability.

## Conflict of Interest

The BOS CoC Board, its chairs, or anyone acting on behalf of the CoC shall:

- Avoid any conflict of interest or appearance of a conflict of interest.

- Avoid any activity with vendors, grantees, or others that would compromise decisions or the ability to effectively carry out the duties for which we are responsible or that would conflict with the best interest of the CoC.
- Declare all gifts, favors, fees or honoraria--except for promotional items or items of nominal value.
- Avoid influencing the selection of staff, consultants and vendors solely on the basis of a personal relationship.

### Recusal Process

The Board of Directors, its chairs, or anyone acting on behalf of the Board shall abstain from discussion and voting on any issue in which they may have a conflict, as applicable under 24 CFR §578.95. All Board directors, chairs, and anyone acting on behalf of the Board, shall have the right to recuse themselves from voting on a matter without providing excuse. The individual shall give notice of recusal from the vote and will be excluded from that process.

### Nondiscrimination

The Continuum of Care is a non-discriminatory organization and does not discriminate on the basis of age, sex, race, ethnicity, religion, creed, disability, sexual orientation, familial status, or natural origin in accordance with all State and Federal regulations. Nondiscrimination extends to all CoC activities, including direct administration of homeless assistance.

### Grievance

#### Pre-Complaint Process

Ideally, disputes and problems should be resolved between parties on a one-to-one basis. The issues should be clearly stated and understood by both parties. If this process does not resolve the matter, the aggrieved party may seek resolution through the process outlined below, which can lead to binding arbitration or alternative means such as mediation or facilitation.

#### Formal Complaint Process

Member notifies his/her immediate supervisor/ Executive Director to discuss complaint, put complaint in writing, and discusses possible solutions.	If dispute is not resolved, then...	Supervisor/Executive Director discusses matter with BOS CoC Chair who replies in writing to member's complaint within 10 working days.
Member appeals to BOS CoC Chair within 5 working days. BOS CoC Chair must meet with parties within 5 working days of receiving appeal.	If dispute is not resolved, then...	BOS CoC Chair will discuss grievance with parties and within 5 working days, make a decision on the grievance and take any necessary action.
If decision is unfavorable to member, then member may submit to binding arbitration before an independent and qualified arbitrator.	If dispute is not resolved, then...	Arbitrator will make decision within a timeframe to be determined. Arbitrator will determine how the costs of arbitration are to be divided.

## General Policies

### Coordinated Assessment

**Overview:** Each Continuum is responsible for establishing and operating a centralized or coordinated assessment system that will provide a comprehensive assessment of the needs of individuals and families for housing and services.

Coordinated Assessment System is defined to mean a centralized or coordinated process designed to coordinate program participant intake, assessment, and provision of referrals. A centralized or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.

For more information refer to the Coordinated Entry Policy and Procedures.

### HEARTH Act Goals

The BOS CoC has adopted goals related to the evaluation of Program and system performance in accordance with the HEARTH Act:

- Reducing the length of time Homeless.
  - Goal of 30 days or less average length of time spent homeless.
- Reducing the Number of Homeless People.
- Reducing the Number of Newly Homeless.
- Reducing Returns to Homelessness.
- Increasing Exits to Permanent Housing.
- Increasing Income and Employment.
- Increasing access to the utilization of mainstream benefits.

To better understand system performance and measure progress toward meeting these goals, the BOS CoC has adopted performance measures at project and system levels that support these goals and match the measures established for all other Federal and state homeless funding administered in this geography, including Emergency Solutions Grant. The BOS CoC adopts the HUD System Performance Measures Tools, as published on the HUD website, as best practice.

The CoC has adopted the goals and deadlines set forth by the Federal government for ending Veteran, Chronic, Youth and Family Homelessness. Specifically, the BOS CoC has adopted the following deadlines for each of the following goals:

- End Veteran Homelessness by 2015
- End Chronic Homelessness by 2016
- End Family Homelessness by 2020
- End Youth Homelessness by 2020

Each LHCC is designing its own localized, strategic plan to meet these goals. BOS CoC Strategic Planning sessions and technical assistance will be dedicated to promoting this accomplishment.

### Domestic Violence

Agencies and programs within the BOS CoC will coordinate efforts to address the needs of persons feeling domestic violence, including their families, to ensure that persons fleeing domestic violence have access to housing and services that prioritize their safety and accommodate their unique circumstance. That includes housing and services made available from the CoC Program. Further, the CoC must identify efforts to increase access to safe housing and services for survivors of domestic violence. Efforts should be taken to

ensure HUD-funded programs are adopting victim-centered practices in the provision of housing and services while maximizing client choice and maintaining the safety and confidentiality of program participants.

CoC's must demonstrate:

- Victim service providers are voting members of the CoC.
- Regular training is provided to CoC providers and operators of coordinated entry processes that address best practices in serving survivors of domestic violence.
- The CoC uses statistics and other available data about domestic violence, including aggregate data from comparable databases as appropriate, to assess the scope of community needs related to domestic violence and homelessness.

## Emergency Transfer Plan

Agencies and programs within the BOS CoC will establish an Emergency Transfer Plan providing protections to victims of domestic violence, dating violence, sexual assault, and stalking. Related information can be found in agency policies and procedures.

Emergency Transfer Plans will include:

- Covered programs and effective dates
- A synopsis of the plan
  - Eligibility for Emergency Transfers
  - Emergency Transfer Request Documentation
  - Confidentiality
  - Emergency Transfer Timing and Availability
  - Safety and Security of Tenants
- A list of organizations offering assistance to victims of domestic violence, dating violence, sexual assault, or stalking.

## LGBTQ

Agencies and Programs within the BOS CoC will coordinate efforts to address the needs of Lesbian, Gay, Bisexual, and Transgender individuals and their families experiencing homelessness. The CoC will include LGBTQ serving organizations or advocacy groups in the CoC membership, and conduct training to providers about how to effectively implement equal access to housing in HUD programs regardless of sexual orientation or gender identity.

## Anti-Discrimination

**Overview:** To provide all individual and families equal access to necessary housing and services to meet the goal of ending homelessness, the BOS CoC has adopted policies to ensure no one seeking services from the CoC is discriminated against. All agencies in the CoC including, but not limited to, the CoC lead agency (DWS), agencies funded through CoC and ESG programs, and homeless service agencies funded by other federal and state programs commit not to discriminate against anyone seeking homeless services based on race, color, national origin, religion, sex, familial status, disability, age, gender, LGBTQIA, marital status or source of income.

**Equal Access Policy:** Providers of housing and services in the BOS CoC shall not discriminate on the basis of race, color, national origin, religion, sex, familial status, disability, age, gender, LGBTQIA status, or marital status. Providers shall make housing available to all otherwise eligible individuals regardless of actual or perceived sexual orientation, gender identity, or marital status. The BOS CoC and all participating agencies will provide housing services and/or accommodations in accordance with a clients' gender identity, determine eligibility without regard to actual or perceived sexual orientation, gender identity, or marital status, and will serve all persons regardless of actual perceived barriers to services.

The BOS CoC and agencies within the BOS CoC will develop and operate a coordinated assessment system that provides equal access to all persons, especially those least likely to seek or receive services, and that permits all agencies to comply with applicable civil rights and fair housing laws and requirements.

**Equal Access Procedure:**

- The BOS CoC will provide annual and as-needed training to agencies and agency staff regarding the Equal Access Rule and related requirements.
- The BOS CoC will use appropriate, inclusive language in communications, publications, trainings, personnel handbooks, and other policy documents that affirms the CoC's commitment to serving all eligible clients in adherence with the HUD Equal Access Rule.
- The BOS CoC will continue to develop partnerships with organizations that can provide expertise around the process of changing gender markers on identification and benefit applications or can ensure subject matter expertise among staff.
- The BOS CoC will support all clients in understanding their privacy rights and the implication of releasing information.
- The BOS CoC will regularly monitor BOS CoC and ESG funded agencies and coordinated assessment system to ensure compliance with the Equal Access Rule and other applicable fair housing and civil rights laws and related requirements.

## Racial Disparities

To address racial disparities the BOS CoC uses HUDs CoC Racial Equity Analysis Tool that draws on Point-In-Time (PIT) Count and American Community Survey data to facilitate analysis of racial disparities among people experiencing homelessness. The BOS CoC compares the census or HMIS overall demographics to the AHAR demographics for people served in ES, TH, RRH, and PSH.

## Criminalization of Homelessness

Agencies and programs within the BOS CoC will not participate in or support any activity that may directly or indirectly support the criminalization of homelessness. Agencies within the BOS CoC will work to reduce barriers to housing and services.

## Prioritization of Persons Experiencing Chronic Homelessness in PSH

Recognizing the need for strategic allocation of permanent supportive housing (PSH) beds, the BOS CoC has adopted the guidance provided by HUD in Notice CPD- 16-11 for prioritizing those who will be placed into PSH.

## Program Admittance of Households with Minors

The BOS CoC is committed to keeping children under the age of 18 with their families. Specifically, emergency shelters, transitional housing, and permanent supportive housing programs will not deny admission to or separate any family member from other family members based on age, sex, or gender when entering shelter or housing.

## Educational Assurances

**Purpose:** To outline the intent of the Utah Balance of State Continuum of Care to meet the educational needs of the homeless youth and families that they serve. The Continuum believes that success in education can lead to positive outcomes and the avoidance of negative behaviors such as drug and/or alcohol abuse or other high risk behaviors. Success in school enhances social growth and has positive physical, emotional and mental outcomes.

The Utah Balance of State Continuum of Care (CoC) is committed to ensuring that the educational needs of homeless youth and their families are met.

Pursuant to McKinney-Vento Homeless Assistance Act a homeless child is defined as a child who does not have a fixed, regular, and adequate nighttime residence or whose primary nighttime location is in a public or private

shelter designated to provide temporary living accommodations, or a place not designed for, or ordinarily used as regular sleeping accommodations for human beings.

This definition includes a child who is:

- sharing the housing of other persons due to loss of housing, economic hardship or similar reason (sometimes referred to as double-up);
- living in motels, hotels, trailer parks, or camping grounds due to the lack of alternative adequate accommodations;
- living in a car, park, public space, abandoned building, substandard housing, bus or train stations or similar settings;
- abandoned in hospitals;
- a migratory child who qualifies as homeless because he or she is living in circumstances described above
- unaccompanied youth is a homeless child not in the physical custody of a parent or guardian who is in a living situation described above.

## CoC Responsibilities

The CoC will collaborate with local education agencies (schools, districts, etc.) to:

- Assist in the identification of homeless families;
- Inform homeless families and youth of their eligibility for McKinney-Vento education services;
- Encourage providers within the Continuum to develop procedures to meet the educational needs of children when families are placed in emergency or transitional shelter;
- Encourage providers to place families with children as close as possible to their school of origin, as appropriate, so as not to disrupt the children's education.

Each LHCC will have a McKinney-Vento school Liaisons as a member of their LHCC. This will facilitate dialogue about the services provided by shelters and housing providers, as well as those provided through the school districts.

## Provider Responsibilities

Providers within the CoC that serve children/youth will be encouraged to adopt the following practices for serving homeless students.

- Providers should educate all relevant staff on the rights of homeless students as outlined in McKinney-Vento legislation.
- Providers should annually provide information to school principals, counselors, and McKinney-Vento liaisons about services the agency provides.
- Providers should connect regularly with McKinney-Vento liaisons in surrounding school districts.
- Providers should develop policies and practices that are consistent with, and do not restrict the exercise of rights provided by the education subtitle of the McKinney-Vento Act, and other laws relating to the provision of educational and related services to individuals and families experiencing homelessness.
- Providers should designate a staff person to ensure that children are enrolled in school and connected to the appropriate services within the community, including early childhood programs such as Head Start, Part C of the Individuals with Disabilities Education Act, and McKinney-Vento education services.
- Providers should encourage parental involvement and educate parents on the importance of involvement in their children's education, including:
  - Connecting parents with the local school liaison.

- Informing parents on homeless children's rights.
- Communication and partnership with schools.
- Providing proper nutrition.
- Providers should offer after-school programs on site or make referrals to other programs.

## School Liaison Responsibilities

School liaisons within the CoC will support agency and Continuum efforts by:

- Ensuring students are registered for school whether that is the last school attended, or the school that is nearest their current living situation.
- Assisting with fee waivers making students eligible for free lunch and reduced or no cost enrollments.
- May provide assistance with transportation if outside of school boundaries.
- Paying for immunizations and other documents needed to register for school.
- Assisting with the procurement of school supplies, clothing and hygiene supplies.
- Facilitate enrollment into tutoring or other after-school programs when available.
- Connecting families and youth to community resources.
- Working with case managers and providers to alleviate concerns regarding the educational needs of students.
- Above all else make certain that all educational needs and rights are met.

## Case Management Guidelines

The Utah Balance of State CoC has adopted the Case Management for Homeless Service Providers document prepared for the State Homeless Coordinating Committee as the guiding principles for how case management is to be provided within the CoC.

## Point-In-Time Count (PIT)

The Utah Balance of State CoC conducts at least one unsheltered and quarterly sheltered point-in-time counts of homeless persons per year. This count collects data on where homeless households are sleeping, household size, disability, and chronicity of homelessness.

HUD requires that all states with federally-funded homeless services participate in PIT during the last part of January each year. The PIT count is a physical count or census of all homeless persons living in emergency shelters, transitional housing, and on the streets on a single night. It does not capture those who experience only brief episodes of homelessness or account for changes throughout the year due to economic and social forces and therefore estimates are generated to estimate the total number of persons experiencing homelessness in a given year, called an "Annualized Count".

Utah has a single HMIS that collects information on homeless persons served, such as their characteristics and circumstances and the services they receive. The Utah HMIS covers around 80% of homeless service providers statewide.

## Housing Inventory Count

Every year the CoC will collect data to complete a housing inventory. This inventory will occur at a single point-in-time in the last ten days in January. The date of the housing inventory will be the same date as the point-in-time sheltered and unsheltered count.

For each program that houses persons experiencing homelessness, the CoC will collect data on:

- The number of beds and units currently serving individuals and families.
- The number of beds and units created in the past year ("new inventory").
- The number of beds and units that are fully funded but not yet serving homeless people ("under development").

Housing inventory data must be obtained from all emergency shelters, transitional housing, and permanent supportive housing programs in the CoC, including those programs that do not receive HUD funding. Data collected from permanent supportive housing programs will be focused only on the beds and units that are dedicated to housing persons who are formerly homeless. The number of vacant emergency shelter, transitional housing, and permanent supportive housing units must be collected for the unmet need determination.

To collect Housing Inventory data, the CoC will annually:

- Use HMIS data to complete the Housing Inventory Count OR;
- Conduct a housing inventory survey (via mail, fax, e-mail, web-based, phone or on-site) of homeless providers, which will include the previous year's Housing Inventory Count and instruct providers to review and update housing inventory information on the specified night of the housing inventory. If the CoC decides to collect housing inventory information via a survey, the HMIS team will:
  - Provide written instructions to all homeless providers on how to report an accurate bed inventory.
  - Systematically train provider-level staff on how to obtain an accurate bed inventory.
  - Include definitions of key terms used in the inventory chart.
  - Follow-up with providers (e.g., via telephone, email, or in-person) to ensure the maximum possible response rate and accuracy of the housing inventory information.
  - After receiving the inventory information, confirm the information with each provider to verify the accuracy of the data.

## Unmet Need

Annually, the CoC reviews the data collected as a result of the homeless counts and housing/services inventories, and determines what housing and services are needed given the homeless populations. The methods to undertake this review include:

- Determining Housing Needs.
- Calculating Unmet Needs.
- Prioritizing Gaps.

Each year the CoC reports to HUD what housing for homeless people we need in our community, including the need of families and individuals for Emergency Shelter beds, Transitional Housing beds, and Permanent Supportive Housing beds. This information is also necessary for the long-term program and strategic planning that we do as a community. HUD's standardized methodology for calculating unmet need uses point-in-time data and local provider expertise to calculate an initial estimate of unmet need. Because the estimates from the standardized methodology may not reflect all that is known about the homeless population in our community, the CoC will also convene key community stakeholders to discuss the initial estimates and determine if adjustments are necessary to reflect other local information.

*Determining Housing Needs*

Unmet need reflects the difference between a CoC's bed capacity and the number of homeless persons in the CoC at one point-in-time. Thus, most information for the unmet need calculation is collected as part of the point-in-time homeless count and housing inventory process, except the housing needs of the community. To determine the housing needs of homeless persons who are residing in emergency shelter, transitional housing, and persons who are unsheltered, the CoC will gather expert opinions of homeless assistance providers.

The CoC will obtain the housing needs of sheltered homeless persons by asking each emergency shelter and transitional housing provider listed in the Housing Inventory Charts to estimate the percentage of their clients that need emergency shelter, transitional housing, and permanent housing to ultimately resolve their homeless situation.

The CoC will obtain the housing needs of unsheltered homeless persons in one of two ways:

- Individually surveying outreach workers or teams, then averaging the estimated percentages, and applying the average to the total unsheltered population; or
- Convening a group of outreach workers to discuss and arrive at a consensus on the percentage of unsheltered persons in need of each type of housing.

When determining housing needs, the CoC will remember that:

- Each person or family should be placed in the one program type that will best assist the household in resolving homelessness.
- The calculation of unmet need for each program type (emergency shelter, transitional housing, or permanent supportive housing) should be done separately for unaccompanied individuals and persons in families with children; this is necessary to accurately reflect the bed capacity needs for each group.

#### *Calculating Unmet Need*

The CoC will follow most recently published HUD guidance to calculate Unmet Need.

## AHAR Participation

The Annual Homeless Assessment Report (AHAR) is a report by HUD to the U.S. Congress on the extent and nature of homelessness in America. It is based on data from Homeless Management Information Systems and on information from Continuum of Care (CoC) Collaborative Application. The AHAR provides estimates of the number of homeless persons nationally, a descriptive profile of homeless persons, and an analysis of service use patterns.

The HMIS team for the CoC is responsible for completing the AHAR. Client level data for the AHAR will be collected through the Homeless Management Information System (HMIS) based on HUD's universal data elements which all communities receiving HUD Homeless Assistance funding are required to collect and maintain and which are the same data elements used to generate HUD's Annual Performance Reports (APRs).

Unduplicated data will be collected for the four standard AHAR reporting categories: Emergency Shelter-Individuals, Emergency Shelter-Families, Transitional Housing-Individuals and Transitional Housing-Families. Data will also be collected for any supplemental reporting categories established by HUD.

- In order to participate in the AHAR, the CoC's HMIS must be capable of:
  - Producing a one day point-in-time count, average day count, and longitudinal counts.
  - Identifying clients with multiple program use—e.g., how many people in ES-IND were also served in TH-IND.
  - Counting persons by household type—e.g., individual adult male, adult in household with children, or unaccompanied youth.
  - Generating frequencies by basic demographic characteristics.
  - Cross-tabulating total length of stays within each program-household type, by gender and age.
  - Totaling the number of households with children by program type.

UHMIS has established continuum-wide data quality control procedures to ensure the accuracy and completeness of AHAR data collected and reported. On an annual basis (according to HUD's designated data collection schedule), UHMIS will de-duplicate and aggregate the client information collected to produce and submit the AHAR data report.

- The AHAR data collection period is October 1st to September 30th of each year.
- UHMIS will submit the AHAR report electronically through the AHAR Exchange to the HUD-designated private research firm, responsible for compiling the national AHAR.
- A draft AHAR report will be submitted by the HUD-designated date.
- UHMIS will work with the AHAR Research team to correct any data problems, and submit a final AHAR report by the HUD-designated date.

## HMIS

The State of Utah Homeless Management Information System (UHMIS) is a collaborative project of three Continuum of Care within the State of Utah, namely Salt Lake County, Balance of State and Mountainlands and the State Homelessness Programs Office (HPO), Housing and Community Development Division of the State of Utah Department of Workforce Services (DWS), and participating Partner Agencies. HMIS is a computerized data collection application designed to capture information about homeless people and homeless programs over time. HMIS is mandated by the U.S. Department of Housing and Urban Development (HUD) under the HEARTH Act for all communities and agencies receiving HUD Continuum of Care (CoC) and Emergency Solutions Grant (ESG) homeless assistance funds. HMIS is essential to efforts to streamline client services and inform public policy. Through HMIS, homeless people benefit from improved coordination in and between agencies, informed advocacy efforts, and policies that result in targeted services. Analysis of information gathered through HMIS is critical to the preparation of a periodic accounting of homelessness in the State of Utah and each Continuum, which may include measuring the extent and nature of homelessness, the utilization of services and homeless programs over time, and the effectiveness of homeless programs. Such an unduplicated accounting of homelessness is necessary to service and systems planning, effective resource allocation, and advocacy. The parties to this Memorandum of Understanding (MOU) share a common interest in collaborating to end homelessness and successfully implementing and operating HMIS in the State of Utah.

The Utah Balance of State Continuum of Care goal is to collaboratively provide a range of homeless housing and services. The continuum of care system components includes prevention, emergency shelter, transitional housing, permanent housing and permanent supportive housing. Outreach efforts and specialized supportive services, actively identify and support homeless individuals and families and work with them to access mainstream resources. HMIS will enable homeless service providers to collect uniform client information over time. Analysis of information gathered through HMIS is critical to accurately calculate the size, characteristics, and needs of the homeless population; this data is necessary to service and systems planning, and advocacy.

HMIS Staff will provide onsite technical assistance and monitoring to each LHCC as requested.

## CoC Funding

### Continuum of Care Application in response to HUD NOFA (additional language)

The BOS CoC is responsible for facilitating the community response to the annual Continuum of Care (CoC) Notice of Funding Availability (NOFA) issued by the Federal Department of Housing and Urban Development (HUD). The CoC board is charged with guiding our CoC's response to the NOFA.

## Prioritization Policies and Procedures

Eligible proposals will be prioritized for inclusion in the CoC's coordinated application by the Prioritization Committee acting as the rank and review group. Applications not scoring high enough will not be placed on the project-funding request as part of the Consolidated Application. Existing eligible renewal projects that are not meeting threshold may be reallocated to create new projects based upon community need.

The Collaborative Applicant recruits Prioritization Committee members, prioritizing members who have served as members in the past or who have other relevant experience. CoC board chairs approve the proposed members each year. The Prioritization Committee will be composed of representatives from a cross-section of groups which might include: Faith-based and non-profit providers of homeless services and housing; city representatives; county employees; mental health; substance abuse; veteran's services; and consumers. The following details the Prioritization process:

- Prioritization Committee members must declare that they have no conflict of interest.
- Members must be able to dedicate time for application review and committee meetings.
- Prioritization Committee members (5-7) are given an orientation which includes:
  - Information regarding homeless activities, needs, services, definitions and other issues that are pertinent to the CoC.
  - A background of McKinney Vento and the local process.
  - The role of the Prioritization Committee.
  - Review of the scoring tools, applications, and resources.
- Prioritization Committee members receive eligible application proposals and scoring materials. Prior to the Ranking meeting, all Prioritization Committee members review all applications over a one-week period. Members read projects, preliminarily score them, and note any questions/comments to follow-up with applicants.

Overall raw scores are calculated by the Prioritization Committee.
- If the CoC board or the Collaborative Applicant have any knowledge that could lead HUD to deny granting funds to a project, they will share that information with the Prioritization Committee. The Collaborative Applicant will discuss this information with applicants as part of technical assistance provided to assist project development.
- The Prioritization Committee meets to review and discuss each application together and to individually score them. The Collaborative Applicant is present at the Committee meeting to record decisions of the Committee and any comments/ recommendations they have for applicants.
  - The Prioritization Committee discusses the merits of each proposal, scores the applications, and turns in score sheets to staff.
  - The Committee considers adjustments for issues such as HUD incentives or requirements.
  - The Committee considers proposal changes or project budget adjustments that may be required to meet community needs.
  - The Committee determines the rank and funding levels of all projects considering all available information.
  - During deliberation, CoC staff will provide technical assistance by responding to questions of the Committee members, correcting technical inaccuracies if they arise in conversation, and reminding the Committee members of their responsibilities if they step outside their purview.
- Scoring results are delivered to applicants within the required timeframe with a reminder about the appellate process.
  - Each applicant receives copies of their proposals with technical edits made by the Collaborative Applicant. Applicants are asked to correct their applications and send them back to the Collaborative Applicant before final submission to HUD.
  - Applications which do not meet the threshold requirements will not be included in the Priority Listing in the Consolidated Application, and therefore will not be forwarded to HUD for consideration.
  - If more applications are submitted than the CoC has money to fund, the lowest-scoring applications will not be included in the Priority List in Exhibit 1, and therefore will not be forwarded to HUD for consideration.

*Policy for Appeals of Rating/Ranking*

### Eligible Appeals

- The application of any applicant agency which a) is unranked, or b) receives decreased funding (e.g. projects receiving reduced renewal funds) may appeal.
- Applicants that have been found not to meet the threshold requirements provided by HUD are not eligible for an appeal.
- Appeals cannot be based upon the judgment of the Prioritization Committee.

Applicants may appeal if they can:

- Prove their score is not reflective of the application information provided; or
- Describe bias or unfairness in the process, which warrants the appeal.

All notices of appeal must be based on the information submitted by the application due date. No new or additional information will be considered. Omissions to the application cannot be appealed.

*Per 24 CFR 578.35(b), project applicants that believe they were not allowed to participate in a fair and open process and that were rejected by the CoC may appeal the rejection directly to HUD by submitting as a Solo Application prior to the application deadline. Solo Applications must be submitted in accordance with rules, processes and deadlines put forth by HUD.*

## Annual Performance Report

Annual Performance Reports (APRs), are required by HUD on an annual basis to track the progress and accomplishments of HUD's Continuum of Care Homeless Assistance Programs.

The APR gathers information on how programs assist homeless persons to obtain and remain in permanent housing, increase skills and income, and attain greater self-determination. This information is used by HUD and Congress to assess outcomes from federal funding. The APR is also useful to the CoC, grantees, and sponsors as a planning and management tool to analyze client demographics and service needs; to evaluate project outcomes; to make improvements; and to set future goals for their projects.

To ensure accurate reporting and local accountability, it is the policy of the Utah Balance of State CoC that agencies are to submit a pdf draft copy of their esnaps submission to the HMIS designated staff person 60 days before the APR is due to HUD. Following that review, agencies are to submit a draft copy to the CoC designated staff person, no later than 30 days before the APR is due to HUD. Once the HMIS staff and CoC staff have reviewed the reports and any corrections have been incorporated, the agency may then submit their APR to HUD.

## Monitoring

The Collaborative Applicant and content area specialist shall make an annual visit to CoC funded projects.

The Site/Monitoring Visit will consist of the following activities/components:

1. Invitation to a peer monitor to join the Monitoring Team to facilitate cross-continuum understanding of agencies.
2. Tour units/facility, if applicable. Site/unit visits are conducted to evaluate the physical adequacy of the housing provided.
3. Review and discuss most recently submitted APR, most recent monitoring reports and CoC competition suggestion/conditions, including goals and progress.
4. Review random sample of program files: Comprehensive file review will be completed on at least one file, with other files reviewed if necessary.
5. Review results of client satisfaction survey and/or conduct client interviews. Arrangements for client interview will be made in advance of the visit.
6. Identify technical assistance needs (from Continuum of Care or other source).

After the site/monitoring visit, a written summary of the visit will be provided to the grantee and the board.

The grantee will then have fourteen (14) days to respond in writing to the visit summary report.

The Monitoring Team will review the summary and any written responses from the grantee.

If, based on project performance and the grantee's written explanation, the Monitoring team has no further response or performance recommendations, the Site/Monitoring Visit Summary and the grantee's written response(s) will be presented to the Prioritization Committee on an informational basis.

If, based on project performance and the grantee's written explanation, the Monitoring Team has continued performance concerns, the Monitoring team will draft recommendations to address identified concerns, which will be presented to the Prioritization Committee. The Monitoring team's recommendations to the Prioritization Committee will be accompanied by the Site/Monitoring Visit Summary and the grantee's written response(s). All recommendations approved by the Prioritization Committee will be signed by a Prioritization Committee Member and provided in writing to the grantee. Timelines for corrections and follow-up visits are anticipated to be sixty (60) days or less, but will be defined on a case-by-case basis in the approved recommendations.

Based on the results of the monitoring visit the CoC Executive Committee will evaluate and take action to help improve underperforming entities, including providing technical assistance. They will work with the grantee to strategize a corrective action plan.

The process of follow-up visits, summaries, and reports to the Prioritization Committee will follow the same process as the initial Site/Monitoring Visit. However, follow-up visits will specifically address grantee's fulfillment of the recommendations of the Prioritization Committee.

In addition to an annual site visit, the Monitoring Team may conduct desk monitoring reviews of agency audits, drawdown requests, APRs and other documentation as necessary for the prioritization process and response to the NOFA.

### ESG Recipient Monitoring

The Continuum of Care will work with ESG funders at the State level to coordinate the monitoring of outcomes of recipients of ESG funding. Grantee activities will be monitored to assure compliance with applicable Federal requirements and to determine whether or not performance goals are being achieved. The Continuum of Care and State have jointly developed performance standards in order to consistently evaluate the outcomes of ESG and CoC-funded projects.

### Move on Strategy

Through the BOS CoC Move on Strategy, Housing Authorities throughout the BOS will provide Housing Choice Vouchers (HCV) to eligible individuals and families to transition from Continuum of Care (CoC) – funded Permanent Supportive Housing (PSH) programs to the HCV program. Eligible persons will be referred to Housing Authorities by authorized Balance of State Continuum of Care PSH grant recipients and sub-recipients. Designated PSH programs will use a common housing readiness assessment to identify individuals and families who have achieved housing stability and no longer require the intensive case management and supportive services provided by the PSH program in order to maintain housing. To ensure PSH resources are prioritized for persons with the highest needs, the referring program will be required to fill its housing bed/unit made available after the transition of its participant to the HCV program with a chronically homeless individual or family in accordance with CPD Notice 16-11. The issuance of a HCV is contingent on the availability at the time preference is assigned. The Balance of State Move on Strategy will allow formerly homeless families and individuals still in need of housing subsidies to maintain housing stability with the provision of the HCV affordable housing resource while having the critically important added benefit of freeing up scarce PSH beds/units and supportive services for chronically homeless persons in emergency shelters, living outside, or other places not meant for human habitation.

## Reallocation Process

**Background:** The Utah Balance of State Continuum of Care (CoC) is committed to maximizing the effectiveness of financial resources to house as many individuals and families as possible. To this end, reallocation of existing resources is a tool that may be used. Reallocation of existing US Department of Housing and Urban Development (HUD) CoC funding should be undertaken with the utmost care.

**Definition:** Reallocation; per Section III.C.3 (q) of the FY 2018 CoC Program NOFA: Reallocation is when a CoC shifts funds in whole or part from existing eligible renewal projects to create one or more new projects without decreasing the CoC's Annual Renewal Demand (ARD). New Projects created through reallocation must meet the requirements set forth in the annual CoC Notice of Funding Availability (NOFA) and project eligibility and project quality thresholds established by HUD at a minimum. Each year HUD determines eligible reallocation project types in the CoC NOFA. Involuntary reallocation of funds should be considered only when projects are determined to be underperforming, obsolete, or do not contribute substantially to meeting the goals of the Continuum of Care for preventing and/or reducing homelessness.

**Process Overview:** The process used in determining reallocation of funds should be structured in such a way that mitigates perceptions of reallocation as a threat or in a way that removes barriers to a provider thinking critically about the performance of a project. In some cases, projects in which CoC funding is reallocated may be eligible for another source of funding which might be more appropriate than HUD CoC funding.

Decisions to reallocate funds shall be evidence-based. Each CoC funded project will be evaluated annually using specific information to include but not be limited to: data entered into HMIS, the HUD Annual Performance Report, the PIT Count, AHAR report and the HIC Count, the CoC project application, Cost per household served, HUD CoC system performance measurements and other HUD recommended data tools. Reallocation action will be taken with the goal of alignment with the HUD and HEARTH ACT policy guidance, performance criteria specified in the annual HUD NOFA with emphasis on local needs, data and project performance. Consideration will also be given to the potential impact that involuntary (performance based) reallocation may have on increasing homelessness resulting from a reduction in services caused by the reallocation. The CoC intends to make data driven decisions that align with HUD's goal and priorities for Continuum of Care funding and align with the Federal Strategic Plan to Prevent and End Homelessness.

**Timeline and Responsible Parties:** The annual monitoring and evaluation process will begin following the submission of the previous year's CoC Program Application. Within this process, HUD CoC Funded agencies, the Performance Review Committee, Executive Committee, and other interested parties will meet to discuss possible changes to HUD CoC Funded projects.

### Types of Reallocation:

- Funding (in whole or part) from one project into a new project by the same provider
- Funding (in whole or part) from one project into a new project by a different provider
- Funding (in whole or part) from one project into many new projects
- Funding (in whole or part) from multiple projects into one new project
- Funding (in whole or part) from multiple projects into many new projects

**Voluntary Reallocation:** If a provider has determined that a project could better serve the community with changes made through reallocation, they may voluntarily submit the project for reallocation. If a provider elects to voluntarily reallocate a project, the provider shall notify the CoC Coordinator of their intent prior to the release of the local application. The provider has the option to submit an application for a new project utilizing the reallocated funds (see *Types of Reallocation* above for all configurations), or they may opt not to apply which will make the funds available to all other new applicants. The reallocated project will submit as a new project and must meet deadlines established locally for new project applications. The new project must meet HUD threshold and be in alignment with the current NOFA. The new project cannot be a continuation of an old project.

**Scoring & Ranking:** The provider will be able to apply through reallocation for their reallocated funds without those funds being included in the available funding to all new applications. Providing minimum threshold and

NOFA requirements are met, the project will be scored and ranked against other projects in the project priority listing submitted to HUD using elements listed above under “Mandatory Scoring Elements”.

**When a Project can reallocate:** Projects should consider if the changes they wish to make would best be accomplished through requesting a grant amendment. Examples of situations that would best be handled through a grant amendment versus reallocation follow.

Grant Amendment	Reallocation
A permanent supportive housing program wishes to shift funds within its existing grant from service costs to rental assistance costs in order to create additional units.	Component changes, such as transitional housing that wants to change to permanent supportive housing.
If a transitional housing project wants to reduce the average length of time households are in their programs, they can do so without reallocating.	Major population changes, such as if a project wanted to change from serving families with children to serving individuals experiencing chronic homelessness.

**Performance-Based Reallocation:** Renewal projects scoring low in the below listed areas (*Mandatory Scoring Areas*), not serving an identified community need, found to not meet minimum benchmark scores on performance measures (as determined by the community), not utilizing funding effectively, or not meeting HUD statutory, regulatory, threshold and compliance requirements may be considered eligible for reallocation. As part of the CoC Program Competition, new project applications will be sought from interested, eligible providers. The renewal projects will be rated and compared to new project applications. New project applications may be submitted by the same provider as the project eligible for reallocation as well as any new applicant. New project applications must align with the eligibility requirements published in the HUD Notice of Funding Availability (NOFA) during that funding cycle.

**Mandatory Scoring Areas (Additional Areas of Scoring May Be Considered)**

- Project performance and utilization
- Cost effectiveness
- Current residents of existing project
- HMIS Data Quality
- Expenditure of grant funds
- Organization experience and capacity
- Alignment with current NOFA
- Housing First implementation
- Coordinated Entry use
- System Performance Measures
- Alignment with HUD Notice on Prioritization
- Alignment with HUD CoC regulations and policy priorities
- Does project meet minimum threshold

## Administering CoC & ESG Rapid Re-housing assistance

The Utah Balance of State CoC has jointly developed a MTL and BoS Rapid Re-housing best practice guidelines. This document sets a standard for RRH projects surrounding the way participants are selected, housing barrier assessments are conducted and how assistances is given. From the time of adoption, this document is to be used in all CoC/ESG RRH monitoring visits and applies to all RRH service providers operating in the BOS geography.

RRH notes—local plan to rapidly re-house families within 30 days of homelessness

## List of Acronyms

AHAR	Annual Homeless Assessment Report
APR	Annual Performance Report
ARA	Annual Renewal Amount

ARD	Annual Renewal Demand
ARRA	American Recovery and Reinvestment Act
BOS	Balance of State CoC
CAP	Community Action Program
CH	Chronically Homeless
CoC	Continuum of Care
CDBG	Community Development Block Grant
DWS	Department of Workforce Services
DUNS #	Data Universal Numbering System
ESG	Emergency Shelter Grant (Federal)
eSnaps	Online Application and Grants Management System for HUD's Homeless Programs
FMR	Fair Market Rent
FPRN	Final Pro Rata Need
GIW	Grant Inventory Worksheet
HDX	Homeless Data Exchange
HEARTH Act	Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009
HMIS	Homeless Management Information System
HHN	Hold Harmless Need
HPRP	Homeless Prevention Rapid Re-Housing
HPT	Homeless Programs Team
HUD HRE	HUD Homeless Resource Exchange
HUD	Department of Housing and Urban Development (Federal)
LRP	Long-Range Planning Committee
MTL CoC	Mountainlands Continuum of Care
NOFA	Notice of Funding Availability
NSP	Neighborhood Stabilization Program
PH	Permanent Housing
PIT	Point-In-Time (annual count of homeless persons)
PPRN	Preliminary Pro Rata Need
PRA	Project-based rental assistance
PSH	Permanent Supportive Housing
RFP	Request for Proposals
RHASP	Rural Homeless Assistance and Stability Program
SH	Safe Haven
SHP	Supportive Housing Program
S+C	Shelter plus Care Program
SRA	Sponsor-based Rental Assistance
SRO	Single Room Occupancy
SSO	Supportive Services Only
TH	Transitional Housing
TRA	Tenant-based Rental Assistance
VASH	Veteran's Affairs Supportive Housing