Before Starting the CoC Application

The CoC Consolidated Application consists of three parts, the CoC Application, the CoC Priority Listing, and all the CoC’s project applications that were either approved and ranked, or rejected. All three must be submitted for the CoC Consolidated Application to be considered complete.

The Collaborative Applicant is responsible for reviewing the following:

1. The FY 2018 CoC Program Competition Notice of Funding Available (NOFA) for specific application and program requirements.
2. The FY 2018 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.
6. Questions marked with an asterisk (*), which are mandatory and require a response.
1A. Continuum of Care (CoC) Identification

Instructions:
For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1A-1. CoC Name and Number: VA-603 - Alexandria CoC

1A-2. Collaborative Applicant Name: City of Alexandria, a municipal corporation of Virginia

1A-3. CoC Designation: CA

1A-4. HMIS Lead: City of Alexandria, Office of Community Services
1B. Continuum of Care (CoC) Engagement

Instructions:
For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1B-1. CoC Meeting Participants. For the period from May 1, 2017 to April 30, 2018, using the list below, applicant must: (1) select organizations and persons that participate in CoC meetings; and (2) indicate whether the organizations and persons vote, including selecting CoC Board members.

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

Applicant: City of Alexandria, a municipal corporation of Virginia
Project: VA-603 CoC Registration FY2018
FY2018 CoC Application Page 3 09/11/2018
1B-1a. Applicants must describe the specific strategy the CoC uses to solicit and consider opinions from organizations and/or persons that have an interest in preventing or ending homelessness.

(limit 2,000 characters)

The CoC engages stakeholders in an integrated process, through membership to the Partnership to Prevent and End Homelessness, and through informal involvement on issues affecting homeless and at-risk populations. The Partnership’s structure encourages input from all parties involved in homeless assistance, including domestic violence and youth service providers, local hospitals, school social workers, non-profit housing developers, police, mental and medical healthcare providers, and formerly homeless persons, promoting diversity of perspective and experience on homeless issues.

Biannual Full Partnership Meetings are held to inform the public about the CoC’s recent success and challenges, forge stronger relationships within the Partnership, and especially recruit new members to champion the cause. Partnership meetings are publicly announced via email listserv’s maintained by the CoC, Alexandria Office of Housing, Faith Communities, and the Alexandria Council of Human Service Organizations, as well as posted to the CoC’s webpage. Similar news blasts accompanied by online postings are used to conduct surveys of the Partnership or community and evaluate homeless policies, as well as make requests for funding proposals.

The most recent example of public input occurred at the Biannual Full Partnership Meeting in November, during which the CoC solicited public input on the changes initiated at Coordinated Entry five months prior. The CoC had implemented walk-in appointments for singles accessing shelter, leading to a 38% increase in individuals in emergency shelter, and was curious about the community’s opinion. Fortunately residents recognized the increase in numbers as improved accessibility, and one faith organization encouraged the CoC to implement the same change for families experiencing homelessness, a change the CoC is to executing the this year.

1B-2. Open Invitation for New Members. Applicants must describe:

(1) the invitation process;
(2) how the CoC communicates the invitation process to solicit new members;
(3) how often the CoC solicits new members; and
(4) any special outreach the CoC conducted to ensure persons experiencing homelessness or formerly homeless persons are encouraged to join the CoC.

(limit 2,000 characters)

CoC membership is open to the public and requires a signature of support.
submitted on our “Partnership to Prevent and End Homelessness Membership Form” by individuals or organizations interested in working to advance our mission in the City of Alexandria. General membership is publicly advertised biannually prior at the CoC’s Full Partnership meetings, which serves as an opportunity for interested citizens to learn more about our work and get involved. There is no definitive time or resource commitment for prospective members, keeping The Partnership diverse and engrossing of our entire community, though deeper collaboration is required of organizations that directly serve homeless clients.

Membership of the more crucial community stake holders including homeless assistance organizations, formerly homeless persons, regional housing developers, public housing agencies, mental health care and medical service providers, homeless education liaisons, affordable housing advocates, and veteran aid programs is solicited by the CoC Nominating Committee through ongoing outreach. These groups are earmarked votes on the CoC Governing Board so as turnover is anticipated, representatives from the sector with an upcoming vacant chair are proposed to the board for a vote each July. Most recently a new healthcare representative for the Partnership was secured as well as a new rep for Public Housing Authority with the induction of Neighborhood Health and the Alexandria Redevelopment and Housing Authority staff to the CoC Governing Board.

The opinions of homeless and formerly homeless residents are especially important when making changes to CoC policy and Alexandria acknowledges that fact through their inclusion at all levels of the Continuum. Most recently the CoC Lead Agency assumed control of the PATH program, bringing with it a worker who boasts 15 plus years of service and, most importantly, lived experience within Alexandria Homeless Services.

1B-3. Public Notification for Proposals from Organizations Not Previously Funded. Applicants must describe how the CoC notified the public that it will accept and consider proposals from organizations that have not previously received CoC Program funding, even if the CoC is not applying for new projects in FY 2018, and the response must include the date(s) the CoC publicly announced it was open to proposals. (limit 2,000 characters)

On July 11, 2018, the notice of the 2018 CoC funding opportunity was published on the CoC’s public webpage and broadcast to the community via email listserv, including those maintained by the CoC, local faith communities, and the Alexandria Council of Human Service Organizations. Communication included CoC grant guidelines and solicited Notices of Intent (NOI) to apply for bonus funding in the CoC’s 2018 Collaborative Application. New and renewing agencies were equally encouraged to apply, and an invite to a community meeting about the HUD CoC Program and Alexandria’s process for reviewing NOI’s was also extended. In total, two NOI’s were submitted for the traditional bonus opportunity by 2 organizations, one of which is an auxiliary member organization of the CoC that has never received state or federal grant funding.

Within their NOI, prospective agencies were required to outline the full scope of the proposed program including projected budget, project type, target population, clients served, services provided, timeline, and the community need
being addressed. Use of organizational data and real CoC metrics was required, thus proposals for the Domestic Violence Bonus opportunity were required to answer additional questions in collaboration with the City’s Domestic Violence Program.

The Ranking Committee, consisting of key CoC members that do not compete for HUD funding, then selected the best proposal(s) to move forward with the either of the Bonus Application based on quality thresholds, feasibility, timeline, and community need.
1C. Continuum of Care (CoC) Coordination

Instructions:
For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1C-1. CoCs Coordination, Planning, and Operation of Projects. Applicants must use the chart below to identify the federal, state, local, private, and other organizations that serve individuals, families, unaccompanied youth, persons who are fleeing domestic violence who are experiencing homelessness, or those at risk of homelessness that are included in the CoCs coordination, planning, and operation of projects.

<table>
<thead>
<tr>
<th>Entities or Organizations the CoC coordinates planning and operation of projects</th>
<th>Coordinates with Planning and Operation of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Opportunities for Persons with AIDS (HOPWA)</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Temporary Assistance for Needy Families (TANF)</td>
<td>Yes</td>
</tr>
<tr>
<td>Runaway and Homeless Youth (RHY)</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Head Start Program</td>
<td>Yes</td>
</tr>
<tr>
<td>Funding Collaboratives</td>
<td>Yes</td>
</tr>
<tr>
<td>Private Foundations</td>
<td>Yes</td>
</tr>
<tr>
<td>Housing and services programs funded through U.S. Department of Justice (DOJ) Funded Housing and Service Programs</td>
<td>Yes</td>
</tr>
<tr>
<td>Housing and services programs funded through U.S. Health and Human Services (HHS) Funded Housing and Service Programs</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Housing and service programs funded through other Federal resources</td>
<td>Yes</td>
</tr>
<tr>
<td>Housing and services programs funded through State Government</td>
<td>Yes</td>
</tr>
<tr>
<td>Housing and services programs funded through Local Government</td>
<td>Yes</td>
</tr>
<tr>
<td>Housing and service programs funded through private entities, including foundations</td>
<td>Yes</td>
</tr>
<tr>
<td>Other:(limit 50 characters)</td>
<td></td>
</tr>
</tbody>
</table>

1C-2. CoC Consultation with ESG Program Recipients. Applicants must describe how the CoC:
(1) consulted with ESG Program recipients in planning and allocating ESG funds; and
(2) participated in the evaluating and reporting performance of ESG Program recipients and subrecipients.
(limit 2,000 characters)

The Virginia Department of Housing and Community Development (DHCD) is the ESG recipient, and as a subrecipient of that funding through a competitive grant process, the Alexandria CoC provides all community information necessary to inform funding priorities. DHCD receives annual PIT and HIC data.
and solicits the CoC’s opinion on ESG resource allocation each quarter. During regular grant operations the CoC monitors Alexandria’s ESG program utilization, exit outcomes, and system performance measures monthly, compiling the results to inform an objective application for prevention, emergency shelter, and rapid rehousing funds.

During the most recently completed competitive ESG process, the Alexandria CoC’s application tied for first in the state and received the largest increase in funding relative to renewal amounts. To do so, the CoC’s mobilized recent coordinated entry data and contrasted it against rapid rehousing (RRH) outcomes to propose a revamped local housing prioritization process that targets RRH subsidies for our highest need clients with the longest stays in emergency shelter. The CoC’s Data Subcommittee and Housing Crisis Response Workgroup were also refocused to monitor the incremental improvements in system performance produced by the change, which will be reported to DHCD and inform Alexandria’s funding allocation during ESG renewal next year.

The Office of Housing is the lead agency for the City of Alexandria’s Consolidated Plan and sits on the CoC Governing Board. They receive PIT and HIC data reported in HUD’s Homeless Data Exchange, as well as the CoC’s own local analysis for the Con Plan. The Con Plan is updated annually via an Action Plan process, during which CoC staff consult daily with counterparts in the Office Housing to ensure our clients’ needs are addressed.

1C-2a. Providing PIT and HIC Data to Consolidated Plan Jurisdictions. Did the CoC provide Point-in-Time (PIT) and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions within its geographic area? Yes to both

1C-2b. Providing Other Data to Consolidated Plan Jurisdictions. Did the CoC provide local homelessness information other than PIT and HIC data to the jurisdiction(s) Consolidated Plan(s)? Yes

1C-3. Addressing the Safety Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors. Applicants must describe:
(1) the CoC’s protocols, including the existence of the CoC’s emergency transfer plan, that prioritizes safety and trauma-informed, victim-centered services to prioritize safety; and
(2) how the CoC maximizes client choice for housing and services while ensuring safety and confidentiality.
(limit 2,000 characters)

Victim-centered policies are in place across the CoC to ensure security needs of Domestic Violence (DV) survivors are met at all entry points. Anyone experiencing housing crisis is assessed by the Homeless Services Assessment
Center (HSAC), who screen for safety and link to victim services before collecting any other information. Any concerns trigger a referral to the confidential 24 hour hotline for a risk and safety assessment where immediate needs are determined. Those in need of safe housing are transported to Alexandria’s Domestic Violence (DV) Shelter, which maintains an undisclosed address, where they are assigned a family service specialist to set safety, then housing goals.

Referrals to all of Alexandria’s federally funded housing programs, CoC and ESG, are maintained by the CoC Lead Agency and prioritized by metrics captured on the CoC’s Coordinated Entry Assessment. The assessment uses trauma informed language to create quantified measures of clients’ housing barriers and homeless service history, giving extra weight to DV cases. The DV shelter completes the same assessment, submitting households’ metrics to the CoC Lead Agency in a non-identifiable spreadsheet so clients can be anonymously prioritized.

Besides RRH, the only federally funded housing programs in the City are for Chronically Homeless persons of which there have been none that experiencing DV in the past 5 years. Rapid rehousing providers however maintain strong relationships with the DV shelter, which employs its own housing locator, making safe transitions to clients’ desired permanent housing location a collaborative process that starts the moment their safety is secured. The DV housing locator is trained in victim centered-services and works to maximize client choice in the search for safe housing. This past June, the CoC allocated ESG RRH funds to all City RRH providers, allowing them to utilize the program’s flexibility to move clients outside of the City if desired.

1C-3a. Applicants must describe how the CoC coordinates with victim services providers to provide annual training to CoC area projects and Coordinated Entry staff that addresses best practices in serving survivors of domestic violence, dating violence, sexual assault, and stalking. (limit 2,000 characters)

The Alexandria Domestic Violence (DV) Program operates the DV Intervention Project (DVIP), which manages the City’s coordinated community response to DV situations, and addresses relevant training needs of first responders. This group, including the Alexandria DV Program, Child and Adult Protective Services, Police, EMS, Faith Organizations, and the CoC, meets monthly to update local service providers on national best practices and analyze de-identified local data to highlight trends Alexandria’s in DV cases.

The CoC’s Coordinated Entry point, the Homeless Services Assessment Center (HSAC) hosts annual guest speakers from the DV Program and the Sexual Assault Center at Case Management Subcommittee meetings to review DV safety and confidentially protocol, and provide contacts for victim service referral. HSAC staff and direct service staff from CoC shelter and housing programs also attended Trauma-Informed Care training in the summer, which focused one segment on domestic and sexual violence.

The DV Program is a voting member of the CoC board and is responsible for coordinating training and information sessions for the Continuum’s direct service staff, maintaining CoC representation any auxiliary DV training that
could benefit homeless assistance programs. Child protective Services, for example, held a mandated reporting training for the City’s emergency shelter, and the Case Manager’s Subcommittee completed a training to better understand the intersection of Trauma in Homelessness in November. Upcoming opportunities include the Child Safety Conference where shelters have been invited to learn about family violence, and the neurobiology of trauma and its effect on children.

1C-3b. Applicants must describe the data the CoC uses to assess the scope of community needs related to domestic violence, dating violence, sexual assault, and stalking, including data from a comparable database. (limit 2,000 characters)

Domestic Violence and Victim Services in Alexandria are operated by the City’s Domestic Violence (DV) Program, which is legally required to use the state of Virginia’s confidential database, VaData. This system parallels Homeless Management Information System implementation across the commonwealth, with the crucial distinction that it does not capture any identifiable client information.

Alexandria’s DV Program manages the City’s VaData system and aggregates metrics when necessary to report to State and Federal funders, advocate for additional DV focused resources in the Alexandria, or conduct basic local analysis of DV trends in coordination with the Continuum of Care. As operators of the City’s only confidential DV shelter, the DV program also conducts the Point in Time Count for clients actively fleeing instances of domestic or sexual violence and provides housing inventory information for programs designated to serve DV population. In all instances the data is de-identified and aggregated on excel spreadsheets by DV Program staff prior to submission.

Most recently, the DV Program began conducting the same standard housing needs assessment that the CoC utilizes at coordinated entry on guests at the DV Shelter. The assessment provides quantified measures homeless history and housing barriers, scoring higher for DV cases, before recommending an appropriate intervention. This allows the CoC to include de-identified DV shelter clients amongst the prioritized By Names List (BNL) of homeless housing referrals, and compare their subsequent housing outcomes to clients involved in traditional homeless assistance. The CoC’s Housing Crisis Response Workgroup, made up of emergency shelter providers, Rapid Rehousing projects, and the DV Program, is charged with managing referrals from the BNL and tracking those clients’ aggregated outcomes to make necessary adjustments to community prioritization standards.

1C-4. DV Bonus Projects. Is your CoC applying for DV Bonus Projects? No

1C-5. PHAs within CoC. Applicants must use the chart to provide information about each Public Housing Agency (PHA) in the CoC’s geographic areas:
(1) Identify the percentage of new admissions to the Public Housing or Housing Choice Voucher (HCV) Programs in the PHA who were experiencing homelessness at the time of admission;

(2) Indicate whether the PHA has a homeless admission preference in its Public Housing and/or HCV Program; and

(3) Indicate whether the CoC has a move on strategy. The information should be for Federal Fiscal Year 2017.

<table>
<thead>
<tr>
<th>Public Housing Agency Name</th>
<th>% New Admissions into Public Housing and Housing Choice Voucher Program during FY 2017 who were experiencing homelessness at entry</th>
<th>PHA has General or Limited Homeless Preference</th>
<th>PHA has a Preference for current PSH program participants no longer needing intensive supportive services, e.g. move on?</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Alexandria Redevelopment and Housing Authority</td>
<td>6.10%</td>
<td>Yes-HCV</td>
<td>No</td>
</tr>
</tbody>
</table>

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

1C-5a. For each PHA where there is not a homeless admission preference in their written policy, applicants must identify the steps the CoC has taken to encourage the PHA to adopt such a policy. (limit 2,000 characters)

N/A

1C-5b. Move On Strategy with Affordable Housing Providers. Does the CoC have a Move On strategy with affordable housing providers in its jurisdiction (e.g., multifamily assisted housing owners, PHAs, Low Income Tax Credit (LIHTC) developments, or local low-income housing programs)?

Move On strategy description. (limit 2,000 characters)

Yes

To expand upon the dearth of affordable housing in the DC metropolitan region, the City of Alexandria is exploring new options to bring the cost of housing down for residents, and create more diversity within the stock of market-rate units in the City. First, in early 2019, the Office of housing is piloting a Low Income Tax Credit (LIHTC) development in downtown Alexandria that will bring rental costs down to 30% of the Area Median Income for some residents, targeting the same population the CoC serves in emergency shelter. Of the 44 garden style apartments at Lacey Court, 18 will be subsidized to 30% AMI affordability, and their rental Office will coordinate with the CoC Lead Agency to fill vacancies with residents prioritized by community standards.

Building on that initiative is the redesign of one of the City’s emergency shelters.
to include 97 market-rate affordable units in a mixed-use development that includes the emergency shelter, scheduled to be completed in 2020. Both properties are managed by the Alexandria Housing Development Corporation (AHDC) which remains the city's leading affordable housing developer, and the units above the shelter will likewise source residents via Alexandria's prioritized housing referral list. In addition, 10 of the 97 units will be stuctured efficiencies, and were included in blueprints specifically to provide Permanent Supportive Housing (PSH) for chronically homeless individuals identified by the CoC.

Both initiatives will be closely monitored by the CoC and Office of Housing for effectiveness and, if successful, will be leveraged in to a tax credit program for individuals able to move on from PSH with a long-term subsidy.

1C-6. Addressing the Needs of Lesbian, Gay, Bisexual, Transgender (LGBT). Applicants must describe the actions the CoC has taken to address the needs of Lesbian, Gay, Bisexual, and Transgender individuals and their families experiencing homelessness. (limit 2,000 characters)

Sexual orientation is included in Alexandria’s Human Rights Ordinance, and all appeals to that ordinance are reviewed by the City’s independent Human Rights Commission. Likewise, all employees within Alexandria’s Center for Economic Support, which houses the Department of Community and Human services including the jurisdiction’s CoC Lead Agency Domestic Violence Program, as well as the Community Services Board, receive mandated training on inclusive services for the LGBTQ community. This includes child welfare workers, family services, mental health specialists, local police, and first responders. An additional training on the specific needs, and nuanced language necessary for serving the transgender population was also offered in 2017 to any interested employees or service providers in the City.

From a specifically homeless perspective, the Alexandria Continuum maintains a CoC anti-discrimination policy, and mandates LGBTQ Sensitivity and Equal Access training for our partnering and contracted service providers. With this tool, the CoC has begun standardizing the application of LGBTQ awareness across our programs, regardless of funding or connection to City resources. Even further, the CoC required the same training of all CoC Governing Board members, charging them to review their own policies through the lens of lessons learned, and make adjustments where necessary. With this approach, recognition and respect for the LGBTQ community within Alexandria’s homeless service system will grow organically as frontline staffs are given the tools for appropriate engagement, and policy makers confront the barriers to services.


| 1. Did the CoC implement a CoC-wide anti-discrimination policy that applies to all projects regardless of funding source? | Yes |
2. Did the 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 the CoC conduct annual CoC-wide training with providers on how to effectively implement Equal Access to Housing in HUD Programs in Accordance with an Individual’s Gender Identity (Gender Identity Final Rule)? Yes

1C-7. Criminalization of Homelessness. Applicants must select the specific strategies the CoC implemented to prevent the criminalization of homelessness in the CoC’s geographic area. Select all that apply.

- Engaged/educated local policymakers: X
- Engaged/educated law enforcement: X
- Engaged/educated local business leaders: X
- Implemented communitywide plans: X
- No strategies have been implemented:
- Other:(limit 50 characters)

1C-8. Centralized or Coordinated Assessment System. Applicants must:
(1) demonstrate the coordinated entry system covers the entire CoC geographic area;
(2) demonstrate the coordinated entry system reaches people who are least likely to apply homelessness assistance in the absence of special outreach;
(3) demonstrate the assessment process prioritizes people most in need of assistance and ensures they receive assistance in a timely manner; and
(4) attach CoC’s standard assessment tool.
(limit 2,000 characters)

The Homeless Services Assessment Center (HSAC) is a low-barrier, coordinated entry point serving all of Alexandria, which assesses clients for homeless service need. All residents in housing crisis are screened by HSAC to ensure consistent determination of homelessness and appropriate referral to housing. Assessments are conducted on walk-in or scheduled basis during regular business hours, and to ensure 24-hour access, shelters accept walk-ins overnight and accommodate clients until they can receive HSAC’s standard assessment.

If determined literally homeless clients are referred to shelter and their HSAC assessment, which provides a quantitative measure of housing barriers and
history of homelessness before identifying an appropriate housing intervention, is uploaded into HMIS. The CoC’s outreach worker and the DV Shelter complete the same assessment on their clients, before entering them into HMIS and a non-identifiable spreadsheet, respectively. Collectively this data forms Alexandria’s pool of actively homeless clients, capable of being prioritized by need, homeless history, and other program specifics like chronic homeless or unsheltered status. The pool is managed by the CoC Lead Agency, which adjusts prioritization policies in collaboration with shelter and housing providers to meet the changing needs of the homeless population. Currently CoC Housing programs enroll clients with the longest homeless duration and highest housing barriers first.

All entry points for City social services, including HSAC and Homeless Outreach, have 24/7 access to language line translators and TTY devices for the speech or hearing impaired. HSAC employs bilingual staff and maintains all program literature in the four languages. The Office of Community Services, which houses HSAC, also conducts weekly outreach to three separate ministry programs for the underserved and refers clients for case management, financial assistance, and other homeless services.
1D. Continuum of Care (CoC) Discharge Planning

Instructions:
For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1D-1. Discharge Planning–State and Local. Applicants must indicate whether the CoC has a discharge policy to ensure persons discharged from the systems of care listed are not discharged directly to the streets, emergency shelters, or other homeless assistance programs. Check all that apply (note that when "None:" is selected no other system of care should be selected).

<table>
<thead>
<tr>
<th>System of Care</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Foster Care:</td>
<td>X</td>
</tr>
<tr>
<td>Health Care:</td>
<td>X</td>
</tr>
<tr>
<td>Mental Health Care:</td>
<td>X</td>
</tr>
<tr>
<td>Correctional Facilities:</td>
<td>X</td>
</tr>
<tr>
<td>None:</td>
<td></td>
</tr>
</tbody>
</table>

1D-2. Discharge Planning Coordination. Applicants must indicate whether the 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. Check all that apply (note that when "None:" is selected no other system of care should be selected).

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

Instructions

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

1E-1. Project Ranking and Selection. Applicants must indicate whether the CoC used the following to rank and select project applications for the FY 2018 CoC Program Competition:

1. objective criteria;
2. at least one factor related to achieving positive housing outcomes;
3. a specific method for evaluating projects submitted by victim services providers; and
4. attach evidence that supports the process selected.

<table>
<thead>
<tr>
<th>Used Objective Criteria for Review, Rating, Ranking and Section</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Included at least one factor related to achieving positive housing outcomes</td>
<td>Yes</td>
</tr>
<tr>
<td>Included a specific method for evaluating projects submitted by victim service providers</td>
<td>Yes</td>
</tr>
</tbody>
</table>

1E-2. Severity of Needs and Vulnerabilities. Applicants must describe:

1. the specific severity of needs and vulnerabilities the CoC considered when reviewing, ranking, and rating projects; and
2. how the CoC takes severity of needs and vulnerabilities into account during the review, rating, and ranking process.

(limit 2,000 characters)

The Alexandria CoC has four CoC funded Permanent Supportive Housing (PSH) programs of varying intensity and one Rapid Rehousing (RRH) program, making comparison across outcomes uneven. To better measure HUD projects against each other, the CoC delineates target outcomes by project type in annual Monitoring and Evaluation (M&E) and includes additional client housing barrier metrics in the ranking processes. This ensures the specific vulnerabilities of the varying populations in these programs are considered when the CoC must prioritize the most effective funding.

Annual M&E scores are the primary metrics informing project ranking, and as such were designed to set a lower, but more accurate threshold for success for programs serving clients with higher housing barriers. In some cases RRH programs are evaluated on different metrics than PSH, like the rate of permanent housing exits versus basic permanent housing maintenance. In others the scoring scale is minimized, like a target that 80% of participants are employed in RRH, versus just 50% in PSH.
Secondary metrics used by the Ranking Committee include program cost effectiveness, clients’ average vulnerability, and percentage of beds dedicated to the Chronically Homeless (CH). The latter two metrics were sourced from clients’ Vulnerability Index (VI) Scores at program entry and CH beds reported on 2018 CoC Project Applications, and were used specifically to highlight programs with service needy clients. With this information, the CoC Ranking Committee pushed the PSH program with only the 3rd highest M&E score to the top of Alexandria’s prioritization. Considering 100% of the project’s beds were dedicated to serve CH, and all clients entered with a VI above 1.5, the Ranking Committee acknowledged it does truly serve the City’s most vulnerable and should be ranked accordingly.

1E-3. Public Postings. Applicants must indicate how the CoC made public:

(1) objective ranking and selection process the CoC used for all projects (new and renewal);

(2) CoC Consolidated Application—including the CoC Application, Priority Listings, and all projects accepted and ranked or rejected, which HUD required CoCs to post to their websites, or partners websites, at least 2 days before the CoC Program Competition application submission deadline; and

(3) attach documentation demonstrating the objective ranking, rating, and selections process and the final version of the completed CoC Consolidated Application, including the CoC Application with attachments, Priority Listing with reallocation forms and all project applications that were accepted and ranked, or rejected (new and renewal) was made publicly available, that legibly displays the date the CoC publicly posted the documents.

| Public Posting of Objective Ranking and Selection Process | Public Posting of CoC Consolidated Application including: 
CoC Application, Priority Listings, Project Listings |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CoC or other Website</td>
<td>CoC or other Website</td>
</tr>
<tr>
<td>Email</td>
<td>Email</td>
</tr>
<tr>
<td>Mail</td>
<td>Mail</td>
</tr>
<tr>
<td>Advertising in Local Newspaper(s)</td>
<td>Advertising in Local Newspaper(s)</td>
</tr>
<tr>
<td>Advertising on Radio or Television</td>
<td>Advertising on Radio or Television</td>
</tr>
<tr>
<td>Social Media (Twitter, Facebook, etc.)</td>
<td>Social Media (Twitter, Facebook, etc.)</td>
</tr>
</tbody>
</table>

1E-4. Reallocation. Applicants must indicate whether the CoC has cumulatively reallocated at least 20 percent of the CoC’s ARD between the FY 2014 and FY 2018 CoC Program Competitions.

Reallocation: Yes

1E-5. Local CoC Competition. Applicants must indicate whether the CoC:

(1) established a deadline for project applications that was no later than 30 days before the FY 2018 CoC Program Competition Application
(1) Did the CoC establish a deadline for project applications that was no later than 30 days before the FY 2018 CoC Program Competition Application deadline? Attachment required.  
Yes

(2) If the CoC rejected or reduced project application(s), did the CoC notify applicants that their project application(s) were being rejected or reduced, in writing, outside of e-snaps, at least 15 days before FY 2018 CoC Program Competition Application deadline? Attachment required.  
Did not reject or reduce any project

(3) Did the CoC notify applicants that their applications were accepted and ranked on the Priority Listing in writing outside of e-snaps, at least 15 before days of the FY 2018 CoC Program Competition Application deadline?  
Yes
2A. Homeless Management Information System (HMIS) Implementation

Instructions:
For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

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

Yes

2A-1a. Applicants must:
(1) provide the page number(s) where the roles and responsibilities of the CoC and HMIS Lead can be found in the attached document(s) referenced in 2A-1, and
(2) indicate the document type attached for question 2A-1 that includes roles and responsibilities of the CoC and HMIS Lead (e.g., Governance Charter, MOU/MOA).

Page 4-6 CoC Governance Charter


Yes

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

MEDIWARE Information Systems, Inc.

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

Single CoC

2A-5. Bed Coverage Rate. Using 2018 HIC and HMIS data, applicants must report by project type:
(1) total number of beds in 2018 HIC;
(2) total beds dedicated for DV in the 2018 HIC; and
(3) total number of beds in HMIS.

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Total Beds in 2018 HIC</th>
<th>Total Beds in HIC Dedicated for DV</th>
<th>Total Beds in HMIS</th>
<th>HMIS Bed Coverage Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter (ES) beds</td>
<td>195</td>
<td>21</td>
<td>195</td>
<td>112.07%</td>
</tr>
<tr>
<td>Safe Haven (SH) beds</td>
<td>12</td>
<td>0</td>
<td>12</td>
<td>100.00%</td>
</tr>
<tr>
<td>Transitional Housing (TH) beds</td>
<td>48</td>
<td>0</td>
<td>48</td>
<td>100.00%</td>
</tr>
<tr>
<td>Rapid Re-Housing (RRH) beds</td>
<td>109</td>
<td>0</td>
<td>109</td>
<td>100.00%</td>
</tr>
<tr>
<td>Permanent Supportive Housing (PSH) beds</td>
<td>47</td>
<td>0</td>
<td>47</td>
<td>100.00%</td>
</tr>
<tr>
<td>Other Permanent Housing (OPH) beds</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

2A-5a. To receive partial credit, if the bed coverage rate is 84.99 percent or lower for any of the project types in question 2A-5., applicants must provide clear steps on how the CoC intends to increase this percentage for each project type over the next 12 months. (limit 2,000 characters)

N/A


2A-7. CoC Data Submission in HDX. Applicants must enter the date the CoC submitted the 2018 Housing Inventory Count (HIC) data into the Homelessness Data Exchange (HDX). (mm/dd/yyyy) 04/26/2018
2B. Continuum of Care (CoC) Point-in-Time Count

Instructions:
For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

2B-1. PIT Count Date. Applicants must enter the date the CoC conducted its 2018 PIT count (mm/dd/yyyy).

01/24/2018

2B-2. HDX Submission Date. Applicants must enter the date the CoC submitted its PIT count data in HDX (mm/dd/yyyy).

04/26/2018
2C. Continuum of Care (CoC) Point-in-Time (PIT) Count: Methodologies

Instructions:
For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

2C-1. Change in Sheltered PIT Count Implementation. Applicants must describe any change in the CoC’s sheltered PIT count implementation, including methodology and data quality changes from 2017 to 2018. Specifically, how those changes impacted the CoC’s sheltered PIT count results.
(limit 2,000 characters)

The Alexandria Continuum of Care conducted the 2018 sheltered PIT count in the same manner as in 2017. That is, using HMIS to conduct the entire count for sheltered programs, and relying on historical data from client’s HMIS profiles over self-reported information on the night of the count. Implemented for the 2017 count, this change saw 52% more PIT clients diagnosed with SMI on the PIT than in 2016. The CoC attributed the increase to improved data accuracy resulting from movement away from self-reported metrics. In 2018, the number of PIT clients with SMI decreased 44%, showing that numbers are regressing back to the mean and the initial hypothesis about improved accuracy was likely correct.

The largest change in Alexandria’s 2018 PIT numbers was produced not by alterations to the survey’s methodology, but by a policy shift that increased shelter access some 6 months beforehand. In July 2017 the CoC began accepting walk-ins for singles’ shelter assessments in lieu of scheduled appointments. As intended, no-shows for shelter screenings were all but eliminated, but unsurprisingly, singles shelter numbers jumped. From July 2017 to July 2018, the CoC screened nearly 40% more single households for shelter than in the year prior. To no surprise, that increase was reflected in the 2018 PIT where Alexandria saw 19% more single households overall, and 62% more singles in shelter than in 2017.

In total, the Continuum saw 22 more singles but only 15 more people on the 2018 PIT, proving that homeless assistance strategies remain effective, though resources were stretched in the short term following low-barrier implementation. Alexandria was actually heartened by the increase as it showed real hurdles to service access could be eliminated without crippling the system. Building on that success, the CoC will be implementing walk-in shelter assessments for family households in the near future.

2C-2. Did your CoC change its provider coverage in the 2018 sheltered count? No
2C-2a. If “Yes” was selected in 2C-2, applicants must enter the number of beds that were added or removed in the 2018 sheltered PIT count.

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

2C-3. Presidentially Declared Disaster Changes to Sheltered PIT Count. Did your CoC add or remove emergency shelter, transitional housing, or Safe Haven inventory because of funding specific to a Presidentially declared disaster, resulting in a change to the CoC’s 2018 sheltered PIT count?

No

2C-3a. If “Yes” was selected for question 2C-3, applicants must enter the number of beds that were added or removed in 2018 because of a Presidentially declared disaster.

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

2C-4. Changes in Unsheltered PIT Count Implementation. Did your CoC change its unsheltered PIT count implementation, including methodology and data quality changes from 2017 to 2018? If your CoC did not conduct an unsheltered PIT count in 2018, select Not Applicable.

Yes

2C-4a. If “Yes” was selected for question 2C-4, applicants must:
(1) describe any change in the CoC’s unsheltered PIT count implementation, including methodology and data quality changes from 2017 to 2018; and
(2) specify how those changes impacted the CoC’s unsheltered PIT count results.
(limit 2,000 characters)

In 2018 the Alexandria CoC employed a brand new, collaborative approach to conducting the unsheltered Point in Time Count, one which we’re confident captured all persons sleeping outside on the night of the PIT.

In previous years, the CoC’s PATH outreach worker managed the unsheltered count with the help of a few mental health therapists. They would canvass the City’s 15 square miles the morning after PIT and survey anyone that stayed outdoors, including meals program and day center clients who reported doing so. Because the PATH worker knows most of Alexandria’s unsheltered, he was
able to clean the data produced by this imperfect system, and, in the day following, add individuals who were unsheltered but not captured on the PIT.

This year, the CoC conducted a preliminary canvass of the City and developed a map of “homeless hotspots” including encampments, wooded areas, parks, libraries, train and bus stops, hospitals, etc., anywhere persons experiencing homelessness were known to congregate. The map was then divvied into fifths, with each section being assigned to a 3+ person team of PIT surveyors. The surveyors themselves were direct service staff from various homeless assistance programs throughout Alexandria, and their assigned area contained their facility’s location so that unsheltered clients were at least familiar with their data collector’s organization.

Those five teams canvassed the full breadth of Alexandria by foot in the early morning hours following 2018 PIT night, and captured 3 less unsheltered persons than in the previous year. That dip was most likely due to increased accessibility for singles shelter. More telling than the reduction was the two unsheltered persons who had not yet been identified by the CoC’s PATH outreach worker, showing the CoC’s targeted canvassing on the 2018 PIT had reached clients we previously did not.

2C-5. Identifying Youth Experiencing Homelessness in 2018 PIT Count. Did your CoC implement specific measures to identify youth experiencing homelessness in its 2018 PIT count?  Yes

2C-5a. If “Yes” was selected for question 2C-5., applicants must describe:
(1) how stakeholders serving youth experiencing homelessness were engaged during the planning process;
(2) how the CoC worked with stakeholders to select locations where youth experiencing homelessness are most likely to be identified; and
(3) how the CoC involved youth experiencing homelessness in counting during the 2018 PIT count.
(limit 2,000 characters)

Homeless youth according to the HUD’s definition were identified by inclusion in homeless programs on the night of the 2018 Point in Time count, in which case their demographic information was captured via HMIS. To locate unaccompanied minors or youth experiencing unsheltered homelessness, the CoC collaborated with the City’s limited network of youth service agencies including foster care, child protective service workers, the Children and Youth Master Plan Coordinator, and the Homeless Education Liaison.

With their assistance, the CoC collected current housing situation of youth in those programs to determine homeless status, and pinpointed potential locations where homeless youth might congregate for unsheltered PIT surveyors to canvass. These efforts concluded there was no youth experiencing homelessness as defined by HUD outside of Alexandria’s regular homeless service system. There remains however, and not insignificant portion of this population that is precariously housed, or homeless according to other federal statues.
To better identify and engage the at-risk youth population year round, the CoC added questions about housing stability to the schools’ Youth Risk Behavior Survey in 2016, and analyzes that data annually for trends or opportunities to better market CoC services to the youth population. Likewise, the CoC is exploring involving the City’s school-age interns to help identify locations or services accessed by their underserved peers.

2C-6. 2018 PIT Implementation. Applicants must describe actions the CoC implemented in its 2018 PIT count to better count:
(1) individuals and families experiencing chronic homelessness;
(2) families with children experiencing homelessness; and
(3) Veterans experiencing homelessness. 
(limit 2,000 characters)

In 2018 the CoC continued automation of some PIT metrics in HMIS to ease the burden on data collectors to accurately assess subpopulation status on the night of the count. To eliminate human error in the determination of chronic homelessness, programs logged disability and homeless duration data in HMIS and the system automatically calculated who met HUD’s criteria using conditional logic. PIT surveys also prepopulated responses from client records, giving a more accurate account of disabilities and homeless history than personal testimony and thus producing a more factual count of chronically homeless persons.

Veteran PIT data quality was also improved as a result of this automation as the CoC found vets similarly misrepresented aspects of their service to PIT surveyors, but honestly disclosed that information at more familiar system access points. Data sourced during the year from the Veteran’s Initiative Committee, which includes 5 regional SSVF providers and the local VA, was especially beneficial in this vein.

Households with children are consistently the easiest population to collect data on as they are mandated to be sheltered. Still, prior to the 2018 count the CoC engaged family sheltered and transitional housing providers, as well as DV and Youth services in the city, to identify other programs or locations that homeless families might access. These groups subsequently participated in the Unsheltered PIT, canvassing the spots they had identified and engaging service providers external to the CoC that might see homeless families.
3A. Continuum of Care (CoC) System Performance

Instructions

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

3A-1. First Time Homeless as Reported in HDX. In the box below, applicants must report the number of first-time homeless as reported in HDX.

Number of First Time Homeless as Reported in HDX.  

3A-1a. Applicants must:
(1) describe how the CoC determined which risk factors the CoC uses to identify persons becoming homeless for the first time;
(2) describe the CoC’s strategy 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 the CoC’s strategy to reduce the number of individuals and families experiencing homelessness for the first time.
(limit 2,000 characters)

In July 2017 the CoC implemented a new assessment tool at coordinated entry which quantifies clients’ housing barriers as well as their history of homeless experience going back five years. This gives the CoC broader historical knowledge of homeless history than HUD’s report on first time homelessness, and the data is tied to individual client demographics, subpopulations, income, prior residence, and outcomes produced by CoC services. Coupling this information with HUD’s report, the CoC continues to explore the relationship between Alexandrians becoming homeless after years of housing stability, and their prior residence or housing burden.

When individuals present in housing crisis they receive standard assessment at the Homeless Services Assessment Center (HSAC), beginning with diversion questions to prevent households from entering shelter. HSAC sits in the Office of Community Services (OCS) which manages the CoC and the City’s short term rental and utility assistance resources. These services, as well as case management and housing location are offered first, and at last resort referral is made to shelter. Since July of 2017, 176 households that entered shelter reported experiencing homelessness for the first time in 5 Years.

As the provider of short-term assistance and operator of coordinated entry, OCS is doubly concerned with preventing Alexandrians from initially become homeless. 80% of the 176 households experiencing their first homeless episode in five years made less than the cost of a one bedroom unit in Alexandria, highlighting that housing affordability remains the primary cause of first time homelessness in the City. To date, the correlation that’s proven easiest to address is first time homelessness from specific zip codes, often with
concentrations of subsidized housing. To this end the CoC targets low-income assistance to those neighborhoods, and engages landlords with high eviction rates serve residents before housing is lost.

3A-2. Length-of-Time Homeless as Reported in HDX. Applicants must:
(1) provide the average length of time individuals and persons in families remained homeless (i.e., the number);
(2) describe the CoC’s strategy to reduce the length-of-time individuals and persons in families remain homeless;
(3) describe how the CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and
(4) provide the name of the organization or position title that is responsible for overseeing the CoC's strategy to reduce the length of time individuals and families remain homeless.
(limit 2,000 characters)

Persons remain homeless in City shelters and Safe Havens (SH) 87 days on average, a 4.4% decrease since FY16. With the inclusion of transitional housing (TH) however, the average homeless duration is 118 days, nearly a 2% increase in the same time frame. Aiming to affect real progress in this metric, the Alexandria CoC overhauled its delivery of Rapid Rehousing (RRH) services in the spring. This included implementation of a dynamic RRH prioritization process, managed by the CoC’s Housing Crisis Response Workgroup (HCRW) and their Data Subcommittee, to target long stayers in the system.

All actively homeless clients receive a standard assessment including quantitative measures of their housing barriers and homeless history. This same screening is conducted at coordinated entry, homeless outreach and the DV shelter so that responses are standard and comparable across programs. Aggregated, this data forms Alexandria’s By Names List (BNL) of homeless referrals which RRH providers are required to source all program entries from. Since July 2018 RRH programs have enrolled the longest stayers in shelter for their services first, illustrated by an 87 day average length of stay for new RRH enrollees. This number especially impressive considering it doesn’t include SH clients who inflate the average in HUD’s report.

The BNL was created with flexibility in mind and can adjust to prioritize for acuity, subpopulation, or any combination between. The HCRW is charged with monitoring the evolution of the BNL monthly, and analyzing the effect of prioritization policies on shelter lengths of stay, RRH outcomes, and overall System Performance.

A less immediate but equally important response to length of homelessness is the exploration of the TH and SH programs in the CoC, and the feasibility of restructuring them to operate as permanent housing. Leading this charge is the CoC Gaps and Needs Committee and the programs with the clearest path towards reconfiguration.

3A-3. Successful Permanent Housing Placement and Retention as Reported in HDX. Applicants must:
(1) provide the percentage of individuals and persons in families in emergency shelter, safe havens, transitional housing, and rapid rehousing
that exit to permanent housing destinations; and
(2) provide the percentage of individuals and persons in families in permanent housing projects, other than rapid rehousing, that retain their permanent housing or exit to permanent housing destinations.

<table>
<thead>
<tr>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report the percentage of individuals and persons in families in emergency shelter, safe havens, transitional housing, and rapid re-housing that exit to permanent housing destinations as reported in HDX. 37%</td>
</tr>
<tr>
<td>Report the percentage of individuals and persons in families in permanent housing projects, other than rapid re-housing, that retain their permanent housing or exit to permanent housing destinations as reported in HDX. 91%</td>
</tr>
</tbody>
</table>

3A-3a. Applicants must:
(1) describe the CoC’s strategy to increase the rate at which individuals and persons in families in emergency shelter, safe havens, transitional housing and rapid rehousing exit to permanent housing destinations; and
(2) describe the CoC’s strategy to increase the rate at which individuals and persons in families in permanent housing projects, other than rapid rehousing, retain their permanent housing or exit to permanent housing destinations.

Nearly 45% of the CoC’s housing resources are used in the operation of Rapid Rehousing (RRH), with 75% percent of that money coming via ESG. Thus Alexandria’s CoC Lead Agency, the Office of Community Services (OCS), targeted RRH as the clearest path towards increased permanent exits, and implemented a new competitive grant process for ESG RRH funds in 2018 to do so. To solicit proposals that squarely addressed the community need, funds were divided by household type in proportion to numbers served in shelter the previous year. As 65% of shelter clients were singles, 65% of ESG RRH funds were earmarked to house them. It was also required that programs follow prioritization processes managed by OCS, and offer clients a standard minimum of service with additional assistance provided as needed.

Progress was immediate as the competition supplanted the CoC’s lowest performing RRH provider, and delineation of funds created two separate RRH programs for families and singles in the City. This has fostered newfound familiarity with RRH amongst shelter guests and encouraged agencies to tailor services to their clients. RRH prioritization and operating standards have proved even more beneficial, highlighted by 30 RRH enrollments in July 2018 compared to 2 the month prior. This data, along with shelter and RRH outcomes, is monitored monthly by the Housing Crisis Response Workgroup.

The CoC unfortunately exited 5 clients from PSH to non-permanent destinations in FY17, 3 to jail and psychiatric facilities, and 2 due to lease violations. While institutional exits are not always preventable, the CoC is hosting a new landlord relations initiative to decrease those exiting over lease disputes. Engagement events will solicit lenient landlords and offer current CoC property owners alternatives to client eviction. Supplementary training will provide CoC staff tools to navigate the real estate and property management world, improving permanent housing maintenance for CoC clients.

3A-4. Returns to Homelessness as Reported in HDX. Applicants must
report the percentage of individuals and persons in families returning to homelessness over a 6- and 12-month period as reported in HDX.

| Percentage |
|-------------------------|-------------------|
| Report the percentage of individuals and persons in families returning to homelessness over a 6- and 12-month period as reported in HDX | 3% |

3A-4a. Applicants must:
(1) describe how the CoC identifies common factors of individuals and persons in families who return to homelessness;
(2) describe the 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 the CoC’s strategy to reduce the rate individuals and persons in families returns to homelessness. (limit 2,000 characters)

The Office of Community (OCS) manages Alexandria’s rental and utility assistance programs and operates coordinated entry in the City. This continuity of care and client record allows OCS to monitor homeless recidivism from different data sets, giving greater detail to the cause of repeated homelessness in Alexandria. 6 and 12 month follow-ups with homeless prevention and Rapid Rehousing clients provides an early barometer of recidivism, while deduplication from non-homeless housing assistance data highlights factors creating recidivism further upstream. More so, the CoC’s coordinated entry assessment quantifies households’ history of homeless assistance in the past five years, taking on a broader definition of recidivism than the HUD report.

The most interesting trend in the CoC’s recidivism data is the correlation between history of homeless assistance and the likelihood of reentry. 15% of households reporting their first homeless episode in five years returned to coordinated entry, compared to 23% of households returning that received CoC financial assistance in the past five years.

On one end this correlation highlights the value of interpersonal support over financial aid, and the benefit self-resolution can have on long-term housing stability. To leverage this trend the CoC is implementing case management training to standardize a holistic approach to diversion, progressive engagement, and housing first, reconnecting all clients to familiar assistance networks and offering financial backing only when needed.

Still it is clear some residents cycle through homelessness despite CoC services. Analysis points to substance abuse as the common factor, prompting program violations, evictions, and detox visits, typically with shelter stays between. Landlord engagement activities will target one piece of this, but more important is the CoC’s work with the Community Services Board to fill the gaps in Alexandria’s continuum of substance abuse services.

3A-5. Job and Income Growth. Applicants must:
(1) describe the CoC’s strategy to increase access to employment and non-employment cash sources;
(2) describe how the CoC works with mainstream employment organizations to help individuals and families increase their cash income;
and

(3) provide the organization name or position title that is responsible for overseeing the CoC’s strategy to increase job and income growth from employment.

(limit 2,000 characters)

The Alexandria CoC employs several congruent strategies to increase homeless residents’ income, both through employment and eligibility for benefits. On the frontlines, the Homeless Services Assessment Center screens clients for housing barriers, including monthly income, which informs shelter case managers in development of a housing plan. While housing remains the plans’ focus, staff is experienced in the relationship between income and housing in a high-cost area, and is keen to include goals that can increase income and make housing attainable. To take this approach even further the CoC is implementing holistic Housing First training for all case managers, emphasizing connection to sustainable supports like employment and benefits simultaneous to the search for housing.

In all CoC residential programs there are employment specific staff tasked with maintaining and increasing income for program participants, who make external referrals to recruiters, employers, vocational programs, and the Alexandria Workforce Development Center (WDC). HUD CoC funded programs are also required to make SOAR certified staff available to all clients. The CoC Lead Administrator is responsible for coordinating with the Northern Virginia SOAR lead to secure staff certification and track progress on SOAR applications.

From a capacity building perspective, the CoC Lead Agency secured a full time Employment Navigator for the CoC in 2017. This position sits at Alexandria’s one-stop WDC and liaises between their resources and CoC programs, prioritizing homeless referrals to WDC and outside employers, and helping to bridge the skills gap between homeless residents and the workforce. In 2018 the CoC Gaps and Needs Committee is partnering with WDC to explore ticket-to-work programs, especially for single homeless residents, as system performance data shows SSI/SSDI remains their primary source of income.

3A-6. System Performance Measures Data Submission in HDX. Applicants must enter the date the CoC submitted the System Performance Measures data in HDX, which included the data quality section for FY 2017 (mm/dd/yyyy) 05/30/2018
3B. Continuum of Care (CoC) Performance and Strategic Planning Objectives

Instructions
For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

3B-1. DedicatedPLUS and Chronically Homeless Beds. In the boxes below, applicants must enter:
(1) total number of beds in the Project Application(s) that are designated as DedicatedPLUS beds; and
(2) total number of beds in the Project Application(s) that are designated for the chronically homeless, which does not include those that were identified in (1) above as DedicatedPLUS Beds.

| Total number of beds dedicated as DedicatedPLUS | 0 |
| Total number of beds dedicated to individuals and families experiencing chronic homelessness | 16 |
| Total | 16 |

3B-2. Orders of Priority. Did the CoC adopt the Orders of Priority into their written standards for all CoC Program-funded PSH projects as described in Notice CPD-16-11: Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing? Attachment Required.

Yes

3B-2.1. Prioritizing Households with Children. Using the following chart, applicants must check all that apply to indicate the factor(s) the CoC currently uses to prioritize households with children during FY 2018.

| History of or Vulnerability to Victimization (e.g. domestic violence, sexual assault, childhood abuse) | X |
| Number of previous homeless episodes | X |
| Unsheltered homelessness | X |
| Criminal History | |
| Bad credit or rental history | |
| Head of Household with Mental/Physical Disability | X |
3B-2.2. Applicants must:
(1) describe the CoC’s current strategy to rapidly rehouse every household of families with children within 30 days of becoming homeless;
(2) describe how the CoC addresses both housing and service needs to ensure families successfully maintain their housing once assistance ends; and
(3) provide the organization name or position title responsible for overseeing the CoC’s strategy to rapidly rehouse families with children within 30 days of becoming homeless.

(limit 2,000 characters)

Any household that presents in housing crisis in Alexandria is screened by the Homeless Services Assessment Center (HSAC). There they receive standard assessment that includes quantitative measures of housing needs and homeless history, as well as a recommended permanent housing intervention. The assessment grades higher for unsheltered clients or those fleeing domestic violence, and is utilized by the CoC’s outreach arm and DV program.

Actively homeless clients are tracked within the CoC’s By Names List (BNL), maintained by Alexandria’s Office of Community Services (OCS), which is capable of prioritizing by acuity, length of homelessness, stay in shelter, family size, or subpopulation. All enrollments in Rapid Rehousing (RRH) are sourced from the BNL’s biweekly distribution according to CoC priorities. Currently, RRH providers are prompted to enroll the longest stayers in shelter for RRH services, ensuring the length of time any household remains homelessness is reduced.

The CoC has employed a single, separate RRH provider for households with children, allowing the agency to tailor services to the population and foster continuity from shelter to housing placement. Bridges to Independence (B2I) provides RRH for all families in the City using CoC and ESG funds, and maintains relationships OCS, City shelters, educational services, and local landlords to do so effectively. Specifically for children and youth in the household, B2I operates a variety of child-care, after-school, tutoring, and secondary education programs.

All RRH enrollees’ and clients’ outcomes are monitored monthly by the CoC’s Housing Crisis Response Workgroup which includes RRH and shelter providers. Here, adjustments to RRH prioritization or the RRH Standard Operating Procedures are made to better reflect the current needs of homeless clients or to amplify the successes produced by RRH service delivery.

3B-2.3. Antidiscrimination Policies. Applicants must check all that apply that describe actions the CoC is taking to ensure providers (including emergency shelter, transitional housing, and permanent supportive housing (PSH and RRH) within the CoC adhere to antidiscrimination policies by not denying admission to or separating any family members from other members of their family or caregivers based on age, sex, gender, LGBT status, marital status, or disability when entering a shelter or housing.

CoC conducts mandatory training for all CoC and ESG funded service providers on these topics. ☐
CoC conducts optional training for all CoC and ESG funded service providers on these topics. ☐
CoC has worked with ESG recipient(s) to adopt uniform anti-discrimination policies for all subrecipients. ☐
3B-2.4. Strategy for Addressing Needs of Unaccompanied Youth Experiencing Homelessness. Applicants must indicate whether the CoC’s strategy to address the unique needs of unaccompanied homeless youth includes the following:

<table>
<thead>
<tr>
<th>Human trafficking and other forms of exploitation</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>LGBT youth homelessness</td>
<td></td>
</tr>
<tr>
<td>Exits from foster care into homelessness</td>
<td>Yes</td>
</tr>
<tr>
<td>Family reunification and community engagement</td>
<td></td>
</tr>
<tr>
<td>Positive Youth Development, Trauma Informed Care, and the use of Risk and Protective Factors in assessing youth housing and service needs</td>
<td>Yes</td>
</tr>
</tbody>
</table>

3B-2.5. Prioritizing Unaccompanied Youth Experiencing Homelessness Based on Needs. Applicants must check all that apply from the list below that describes the CoC’s current strategy to prioritize unaccompanied youth based on their needs.

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

3B-2.6. Applicants must describe the CoC’s strategy to increase:
(1) housing and services for all youth experiencing homelessness by providing new resources or more effectively using existing resources, including securing additional funding; and
(2) availability of housing and services for youth experiencing unsheltered homelessness by providing new resources or more effectively using existing resources.
(limit 3,000 characters)

As an entity of local government the Alexandria CoC Lead Agency is mandated to report unaccompanied minors or homeless residents under the age of 18 to Child Protective Services, who secure safety of the child including location of stable housing. Though the CoC continues to collaborate with the Homeless Education Liaison to outreach to homeless youth semi-annually, at the start of the school year and before the Point in Time count, no homeless households under 18 have been encountered in over five years.

To serve best serve accompanied homeless minors or Transition Age Youth (TAY), the CoC makes rapid referral to family and youth specific resources.
within and outside of the City, and prioritizes some of Alexandria’s own homeless housing assistance specifically for this population. Any household with an 18 year old member that is experiencing homelessness in Alexandria is offered crisis housing in one of the City’s emergency shelters, and subsequently connected to permanent opportunities according to community prioritization standards. Since July 2018 ESG and CoC funded Rapid Rehousing (RRH) providers have been required to serve shelter clients with the longest lengths of stay, which led to 5 TAY enrollments in RRH in that month. Targeting the homeless youth population explicitly is the CoC’s recently secured Homelessness Reduction Grant, which earmarks $84,500 to rapidly rehouse homeless youth and elderly households. This program will similarly source referrals from the CoC’s prioritized shelter clients, with the added criteria that they are under 25 or over 59 years old.

Another addition to the CoC’s youth housing stock is the Alexandria’s TRAILS program, operated by the Community Services Board since 2017, which serves youth experiencing their first episode of psychosis and includes a housing component when necessary. Clients served in this program are typically homeless according to federal statutes other than HUD, though CoC referrals are prioritized.

3B-2.6a. Applicants must:
(1) provide evidence the CoC uses to measure both strategies in question 3B-2.6. to increase the availability of housing and services for youth experiencing homelessness;
(2) describe the measure(s) the CoC uses to calculate the effectiveness of the strategies; and
(3) describe why the CoC believes the measure it uses is an appropriate way to determine the effectiveness of the CoC’s strategies.
(limit 3,000 characters)

Permanent housing outcome data for homeless Transition Age Youth (TAY) in Alexandria is managed by the Office of Community Services (OCS) via the Homeless Management Information System, and uses the same metrics as adults to allow comparison between the populations. For example, in 2017 the CoC reviewed TAY’s shelter lengths of stay and their success rate in Rapid Rehousing compared to older clients. Results highlighted that youth typically needed financial assistance and case management of longer duration than adults to achieve housing stability. This prompted the CoC to secure a Homeless Reductions Grant specifically to serve TAY in RRH, and for longer than the CoC’s 90 day target. To gauge effectiveness in the coming year, OCS is monitoring the change extended RRH services have on the shelter lengths of stay and RRH permanent exit rates for TAY, and comparing it to adults receiving the same services.

Child protective services (CPS) uses separate measures of success in permanent housing involving safety, and all unaccompanied youth and homeless minors in Alexandria are held to that standard. Still the CoC aims to increase the rate at which all youth exit to stable housing, even those in other systems of care, so the number of youth aging out of foster care is monitored by CPS and homeless cases are managed in partnership with the CoC. Alexandria’s TRAILS program similarly uses auxiliary metrics of success targeting the clients’ mental health, but literally homeless youth that receive
housing assistance through the program are counted amongst the CoC’s positive exits.

Alexandria Public Schools Homeless Education Liaison (HEL) tracks homeless students according to the McKinney-Vento definition and the outcomes of their office’s referrals to housing, either homeless designated or otherwise. In 2018 the HEL office is adding new staff to expand both the ability to house clients, as well as monitor progress.

3B-2.7. Collaboration–Education Services. Applicants must describe how the CoC collaborates with:

(1) youth education providers;
(2) McKinney-Vento State Education Agency (SEA) and Local Education Agency (LEA);
(3) school districts; and
(4) the formal partnerships with (1) through (3) above.
(limit 2,000 characters)

The Homeless Education Liaison (HEL), whose job it is to protect the rights of students experiencing homelessness within Alexandria City Public Schools, is a voting member of the CoC Governing Board and is responsible for updating the continuum on the scope of youth homelessness in the City and addressing any gaps in service for homeless youth. This includes households defined as homeless under the Department of Housing and Urban Development’s definition, as well as other federal statutes.

Upon entry into Alexandria’s homeless assistance system, all families with children receive literature on eligibility for education services and are linked to the City’s HEL. Likewise, a standard educational assessment for each child in the household is included in the family’s housing stabilization plan, while ongoing school concerns are addressed by caseworkers at shelter, school social workers, and the HEL. Any child involved in homeless assistance services receives a standard educational assessment included in their household’s housing stabilization plan, while ongoing concerns with school. For infant and toddlers involved in homeless assistance, referrals are made for developmental assistance and education as necessary, while children under five are triaged for mental health services and HeadStart if needed.

The HEL attends bi-weekly shelter case management meetings to ensure all youth in the homeless assistance system are quickly connected to the appropriate education services. Outside of HUD defined homeless programs, the HEL also coordinates services at the State, City, and private agency level for all school age children and their families who are doubled-up, unstably housed, or otherwise at risk of homelessness.

3B-2.7a. Applicants must describe the policies and procedures the CoC adopted to inform individuals and families who become homeless of their eligibility for education services.
(limit 2,000 characters)

The Continuum’s current policies and procedures for securing education services for homeless persons are mandated within the emergency shelter
screening process for households with children. During homeless assessment, households with school age children are notified of their education right and services during the transition to permanent housing. The CoC employs a singular staff member responsible for family shelter intake, and she reviews all available literature on city schools with the family, and assists them in completing the applications for transportation assistance, or subsidized lunch, or other homeless and low-income assistance offered to children and their families. If determined literally homeless, these families are also asked to sign a release of information, giving permission for their household information to be shared with the Homeless Education Liaison, who further assists in the households with education service linkages, including a homeless caseworker in the school if necessary.

As an entity of local government and representative of the City’s Dept. of Community and Human Services, the CoC Lead Agency in Alexandria is mandated to report unaccompanied minors or homeless youth to Child Protective Services. Education policies for this segment of the homeless population are managed via Alexandria’s Dept. of Child and Family services, though the experience for youth and children is similar in that linkage to Alexandria Public Schools, the Homeless Education Liaison, and any auxiliary assistance is prioritized just after the child’s safety.

3B-2.8. Does the CoC have written formal agreements, MOU/MOA’s or partnerships with one or more providers of early childhood services and supports? Select “Yes” or “No”. Applicants must select “Yes” or “No”, from the list below, if the CoC has written formal agreements, MOU/MOA’s or partnerships with providers of early childhood services and support.

<table>
<thead>
<tr>
<th>Early Childhood Providers</th>
<th>MOU/MAO</th>
<th>Other Formal Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Start</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Early Head Start</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Child Care and Development Fund</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Federal Home Visiting Program</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Healthy Start</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Public Pre-K</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Birth to 3 years</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Tribal Home Visiting Program</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

Other: (limit 50 characters)

| Child Care Subsidy       | No      | Yes                    |
| Crisis Child Care        | No      | Yes                    |

3B-3.1. Veterans Experiencing Homelessness. Applicants must describe the actions the CoC has taken to identify, assess, and refer Veterans experiencing homelessness, who are eligible for U.S. Department of Veterans Affairs (VA) housing and services, to appropriate resources such as HUD-VASH, Supportive Services for Veterans Families (SSVF) program and Grant and Per Diem (GPD). (limit 2,000 characters)
All clients that present in housing crisis receive the same standard assessment which includes client-centric questions surrounding veteran status. This assessment is conducted at the CoC’s coordinated entry hub, during homeless outreach, and at the City’s Domestic Violence program ensuring there is no wrong point of access for veterans experiencing homelessness in Alexandria.

Upon self-identification, veterans are linked with the VA Medical Center social worker to determine discharge status and, if eligible, connect to medical care, apply for benefits or HUD-VASH vouchers, and request VA specific documents. In anticipation of non-VA eligibility, linkages are likewise made to other assistance groups upon identification of potential veterans, including all 5 regional SSVF organizations and some local veteran-focused programs. Vets may also self-refer to SSVF organizations, in which case connections are inversely made back to CoC services.

To rapidly house veterans experiencing homelessness, the continuum utilizes the CoC’s prioritized By Names List (BNL), and staffs cases via monthly meetings of the Veterans Initiative Committee. This committee discusses veterans’ needs and assists with links to services and coordination of resources. Members of the committee, made up of shelter, safe haven, transitional housing, coordinated entry, prevention, SSVF and VA providers, divvy tasks to most quickly address every veteran’s housing crisis. At monthly meetings, permanent housing timelines are established and progress toward clients’ housing goals is reviewed.

Veteran’s housing outcomes are reported monthly to the state of Virginia and monitored locally in more detail to transfer lessons learned to other populations. Alexandria achieved functional zero for homeless veterans several years ago by applying this process and hopes to do the same across the CoC.

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

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

3B-3.4. Does the CoC have sufficient resources to ensure each Veteran experiencing homelessness is assisted to quickly move into permanent housing using a Housing First approach? No

3B-5. Racial Disparity. Applicants must: (1) indicate whether the CoC assessed whether there are racial disparities in the provision or outcome of homeless No
assistance;
(2) if the CoC conducted an assessment, attach a copy of the summary.
4A. Continuum of Care (CoC) Accessing Mainstream Benefits and Additional Policies

Instructions:

For guidance on completing this application, please reference the FY 2018 CoC Application Detailed Instructions and the FY 2018 CoC Program Competition NOFA. Please submit technical questions to the HUD Exchange Ask A Question.

4A-1. Healthcare. Applicants must indicate, for each type of healthcare listed below, whether the CoC:

(1) assists persons experiencing homelessness with enrolling in health insurance; and

(2) assists persons experiencing homelessness with effectively utilizing Medicaid and other benefits.

<table>
<thead>
<tr>
<th>Type of Health Care</th>
<th>Assist with Enrollment</th>
<th>Assist with Utilization of Benefits?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Health Care Benefits (State or Federal benefits, Medicaid, Indian Health Services)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Private Insurers:</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Non-Profit, Philanthropic:</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Other: (limit 50 characters)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4A-1a. Mainstream Benefits. Applicants must:

(1) describe how the CoC works with mainstream programs that assist persons experiencing homelessness to apply for and receive mainstream benefits;

(2) describe how the CoC systematically keeps program staff up-to-date regarding mainstream resources available for persons experiencing homelessness (e.g., Food Stamps, SSI, TANF, substance abuse programs); and

(3) provide the name of the organization or position title that is responsible for overseeing the CoC’s strategy for mainstream benefits. (limit 2,000 characters)

All Alexandrians seeking assistance are triaged to the appropriate services via the Dept. of Community and Human Services’ (DCHS) shared Customer Relations Team, which determines immediate need before referring clients to available programs. For homeless and non-homeless clients alike, this includes referrals to Alexandria’s Public Benefits office in charge of TANF, SNAP, Medicaid, the City’s Workforce Development Center (WDC), and to City SOAR workers who can expedite applications for SSI and SSDI.

Clients in a housing crisis that access CoC services through the walk-in process follow are provided a warm hand-off referral to the City’s collocated Office of Public Benefits by the Homeless Services Assessment Center. Emergency
shelter and housing providers within the continuum likewise employ SOAR certified staff for their clients' federal benefits, and can access the DCHS call center for mainstream assistance managed by the City. These parallel processes ensure residents in crisis are connected to all mainstream assistance they are eligible for, no matter their entry point or service need.

The CoC also utilizes an Employment Navigator at Alexandria’s WDC, whose responsibility is to liaise between those resources and homeless assistance programs, making direct referrals from shelter and outreach to SNAP-ET, the VIEW program, WIOA, and traditional employment opportunities.

Updates to mainstream services are provided to frontline staff at monthly at meetings of the Housing Crisis Response Workgroup, and in more detail during annual presentations from the Office of Public Benefits. Higher level policy discussions, like Virginia’s expansion of Medicaid and its effect on homeless programs, are managed by the CoC’s Gaps and Need Committee. SOAR certification are maintained in coordination with the Northern VA SOAR Lead, Nella Leppo.

4A-2. Housing First: Applicants must report:

(1) total number of new and renewal CoC Program Funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC is applying for in FY 2018 CoC Program Competition; and

(2) total number of new and renewal CoC Program Funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC is applying for in FY 2018 CoC Program Competition that have adopted the Housing First approach—meaning that the project quickly houses clients without preconditions or service participation requirements.

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of new and renewal CoC Program Funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC is applying for in FY 2018 CoC Program Competition.</td>
<td>7</td>
</tr>
<tr>
<td>Total number of new and renewal CoC Program Funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC is applying for in FY 2018 CoC Program Competition that have adopted the Housing First approach—meaning that the project quickly houses clients without preconditions or service participation requirements.</td>
<td>7</td>
</tr>
<tr>
<td>Percentage of new and renewal PSH, RRH, Safe-Haven, SSO non-Coordinated Entry projects in the FY 2018 CoC Program Competition that will be designated as Housing First.</td>
<td>100%</td>
</tr>
</tbody>
</table>

4A-3. Street Outreach. Applicants must:

(1) describe the CoC’s outreach;

(2) state whether the CoC’s Street Outreach covers 100 percent of the CoC’s geographic area;

(3) describe how often the CoC conducts street outreach; and

(4) describe how the CoC tailored its street outreach to persons experiencing homelessness who are least likely to request assistance. (limit 2,000 characters)

The City’s homeless outreach program consists of one full time employee along with some auxiliary assistance funded through the Substance Abuse Mental Health Services Administration’s PATH grant. Fortunately Alexandria is limited to only 15 square miles, so covering 100% of the CoC’s geographic area is manageable through regular field visits, progressive client engagement, and
diligent data tracking.

Homeless outreach is conducted daily, Monday through Friday, through regular visits to the City’s emergency shelters, homeless day centers, meals programs, parks and wooded areas, local libraries, and other locations where homeless individuals congregate. The PATH outreach worker has served the community in this capacity for over 15 years and shares a lived experience with Alexandria’s homeless clients, bolstering the continuum’s ability to track and engage clients that are most averse to services. He is also SOAR certified and maintains 24/7 access to Language Line services for non-english speakers, as well as TTY for the speech and hearing impaired.

Recently the CoC facilitated the transition of the PATH outreach worker from the City’s Community Services Board to the Office of Community Services, which manages homeless assistance in Alexandria and serves as the CoC Lead. This change has allowed the CoC to monitor contacts with both PATH and non-PATH unsheltered clients via HMIS, producing a standard determination of unsheltered persons’ engagement levels in addition to their housing barriers and homeless history. Using this data the CoC aims to better inform prioritization for housing referrals sourced directly from street outreach.

4A-4. Affirmative Outreach. Applicants must describe:
(1) the specific strategy the CoC implemented that furthers fair housing as detailed in 24 CFR 578.93(c) used to market housing and supportive services to eligible persons regardless of race, color, national origin, religion, sex, gender identity, sexual orientation, age, familial status or disability; and
(2) how the CoC communicated effectively with persons with disabilities and limited English proficiency fair housing strategy in (1) above. (limit 2,000 characters)

The CoC Lead Agency is housed within Alexandria’s Department of Community Human Services (DCHS), which mandates annual training for all employees on nondiscrimination, cultural and linguistic sensitivity, and LGBTQ sensitivity. All entry points for social services in Alexandria, including those operated by the continuum, have 24/7 access to language line translators for non-English speakers, as well as TTY devices for speech or hearing impaired.

The recently implemented continuum wide training program has taken those mandates outside of government buildings, and into the facilities of direct services providers. Aside from annual, in person boot camps, seminars, presentations, and symposiums, the initiative has also lead to creation of online learning tools that any and all CoC program staff can access at their daily convenience. The CoC’s most recent training this past spring had a consultant engage CoC staff about trauma-informed care, and especially how it applies in the shelter and outreach setting. Attendance was especially encouraging as the training brought in service organizations without direct ties to homeless services, like police and low cost medical providers.

Building on this initiative, the CoC to aims to standardize the approach of frontline staff not just within the continuum, but across the community, so important policies like Equal Access, Fair Housing, or Non-Discrimination, are reflected in every decision in Alexandria. This will also allow the CoC to reach
clients no matter what social services within the City they access first.

4A-5. RRH Beds as Reported in the HIC. Applicants must report the total number of rapid rehousing beds available to serve all household types as reported in the Housing Inventory Count (HIC) for 2017 and 2018.

<table>
<thead>
<tr>
<th>RRH beds available to serve all populations in the HIC</th>
<th>2017</th>
<th>2018</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>106</td>
<td>109</td>
<td>3</td>
</tr>
</tbody>
</table>

4A-6. Rehabilitation or New Construction Costs. Are new proposed project applications requesting $200,000 or more in funding for housing rehabilitation or new construction? No

4A-7. Homeless under Other Federal Statutes. Is the CoC requesting to designate one or more of its SSO or TH projects to serve families with children or youth defined as homeless under other Federal statutes? No
## 4B. Attachments

**Instructions:**

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

<table>
<thead>
<tr>
<th>Document Type</th>
<th>Required?</th>
<th>Document Description</th>
<th>Date Attached</th>
</tr>
</thead>
<tbody>
<tr>
<td>1C-5. PHA Administration Plan–Homeless Preference</td>
<td>No</td>
<td>2018 PHA Homeless...</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>1C-5. PHA Administration Plan–Move-on Multifamily Assisted Housing Owners' Preference</td>
<td>No</td>
<td>PHA LIHTC</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>1C-6. Centralized or Coordinated Assessment Tool</td>
<td>Yes</td>
<td>Coordinated Assess...</td>
<td>08/21/2018</td>
</tr>
<tr>
<td>1E-1. Objective Criteria–Rate, Rank, Review, and Selection Criteria (e.g., scoring tool, matrix)</td>
<td>Yes</td>
<td>2018 Objective R...</td>
<td>09/10/2018</td>
</tr>
<tr>
<td>1E-3. Public Posting CoC-Approved Consolidated Application</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1E-3. Public Posting–Local Competition Rate, Rank, Review, and Selection Criteria (e.g., RFP)</td>
<td>Yes</td>
<td>Public Posting of...</td>
<td>09/05/2018</td>
</tr>
<tr>
<td>1E-4. CoC’s Reallocation Process</td>
<td>Yes</td>
<td>2018 CoC Realloca...</td>
<td>09/05/2018</td>
</tr>
<tr>
<td>1E-5. Notifications Outside e-snaps–Projects Accepted</td>
<td>Yes</td>
<td>Notification outs...</td>
<td>09/05/2018</td>
</tr>
<tr>
<td>1E-5. Notifications Outside e-snaps–Projects Rejected or Reduced</td>
<td>Yes</td>
<td>Notification outs...</td>
<td>09/05/2018</td>
</tr>
<tr>
<td>1E-5. Public Posting–Local Competition Deadline</td>
<td>Yes</td>
<td>Public Posting of...</td>
<td>09/07/2018</td>
</tr>
<tr>
<td>2A-1. CoC and HMIS Lead Governance (e.g., section of Governance Charter, MOU, MOA)</td>
<td>Yes</td>
<td>2018 CoC and HMIS...</td>
<td>09/10/2018</td>
</tr>
<tr>
<td>2A-2. HMIS–Policies and Procedures Manual</td>
<td>Yes</td>
<td>HMIS Policy &amp; Pro...</td>
<td>09/10/2018</td>
</tr>
<tr>
<td>3A-6. HDX–2018 Competition Report</td>
<td>Yes</td>
<td>2018 HDX Competiti...</td>
<td>08/21/2018</td>
</tr>
<tr>
<td>3B-2. Order of Priority–Written Standards</td>
<td>No</td>
<td>2018 Orders of Pr...</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>Section</td>
<td>Status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td>----------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3B-5. Racial Disparities Summary</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4A-7.a. Project List–Persons Defined as Homeless under Other Federal Statutes (if applicable)</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Attachment Details

Document Description: 2018 PHA Homeless Preference

Attachment Details

Document Description: PHA LIHTC

Attachment Details

Document Description: Coordinated Assessment Tool

Attachment Details

Document Description: 2018 Objective Rank Criteria

Attachment Details

Document Description: Public Posting of Rate, Rank, Review, &
Selection Criteria

Attachment Details

Document Description: 2018 CoC Reallocation Process

Attachment Details

Document Description: Notification outside eSNAPS - Projects Accepted

Attachment Details

Document Description: Notification outside eSNAPS - No Projects Rejected or Reduced

Attachment Details

Document Description: Public Posting of Rate, Rank, Review, & Selection Criteria

Attachment Details

Document Description: 2018 CoC and HMIS Lead Governance
Attachment Details

Document Description:  HMIS Policy & Procedures Manual

Attachment Details

Document Description:  2018 HDX Competition Report

Attachment Details

Document Description:  2018 Orders of Priority

Attachment Details

Document Description:

Attachment Details

Document Description:
Attachment Details

Document Description:

Attachment Details

Document Description:
Submission Summary

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

<table>
<thead>
<tr>
<th>Page</th>
<th>Last Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A. Identification</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>1B. Engagement</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>1C. Coordination</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>1D. Discharge Planning</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>1E. Project Review</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>2A. HMIS Implementation</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>2B. PIT Count</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>2C. Sheltered Data - Methods</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>3A. System Performance</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>3B. Performance and Strategic Planning</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>4A. Mainstream Benefits and Additional Policies</td>
<td>09/11/2018</td>
</tr>
<tr>
<td>4B. Attachments</td>
<td>Please Complete</td>
</tr>
<tr>
<td>Submission Summary</td>
<td>No Input Required</td>
</tr>
</tbody>
</table>

Applicant: City of Alexandria, a municipal corporation of Virginia  
Project: VA-603 CoC Registration FY2018
Chapter 4

APPLICATIONS, WAITING LIST AND TENANT SELECTION

INTRODUCTION

When a family wishes to receive Housing Choice Voucher (HCV) assistance, the family must submit an application that provides the ARHA with the information needed to determine the family’s eligibility. HUD requires the ARHA to place all families that apply for assistance on a waiting list. When HCV assistance becomes available, the ARHA must select families from the waiting list in accordance with HUD requirements and ARHA policies as stated in the administrative plan and the annual plan.

The ARHA is required to adopt a clear approach to accepting applications, placing families on the waiting list, selecting families from the waiting list and must follow this approach consistently. The actual order in which families are selected from the waiting list can be affected if a family has certain characteristics designated by HUD or the ARHA to receive preferential treatment. Funding earmarked exclusively for families with particular characteristics may also alter the order in which families are served.

HUD regulations require that all families have an equal opportunity to apply for and receive housing assistance, and that the ARHA affirmatively further fair housing goals in the administration of the program [24 CFR 982.53, HCV GB p. 4-1]. Adherence to the selection policies described in this chapter ensures that the ARHA will comply with all relevant fair housing requirements, as described in Chapter 2.

This chapter describes HUD and ARHA policies for taking applications, managing the waiting list and selecting families for HCV assistance. The policies outlined in this chapter are organized into three sections, as follows:

Part I: The Application Process. This part provides an overview of the application process, and discusses how applicants can obtain and submit applications. It also specifies how the ARHA will handle the applications it receives.

Part II: Managing the Waiting List. This part presents the policies that govern how the ARHA’s waiting list is structured, when it is opened and closed, and how the public is notified of the opportunity to apply for assistance. It also discusses the process the ARHA will use to keep the waiting list current.

Part III: Selection for HCV Assistance. This part describes the policies that guide the ARHA in selecting families for HCV assistance as such assistance becomes available. It also specifies how in-person interviews will be used to ensure that the ARHA has the information needed to make a final eligibility determination.
PART I: THE APPLICATION PROCESS

4-I.A. OVERVIEW

This part describes the policies that guide the ARHA’s efforts to distribute and accept applications, and to make preliminary determinations of applicant family eligibility that affect placement of the family on the waiting list. This part also describes the ARHA’s obligation to ensure the accessibility of the application process to elderly persons, people with disabilities, and people with limited English proficiency (LEP).

4-I.B. APPLYING FOR ASSISTANCE [HCV GB, pp. 4-11 – 4-16, Notice PIH 2009-36]

Any family that wishes to receive HCV assistance must apply for admission to the program. HUD permits the ARHA to determine the format and content of HCV applications, as well how such applications will be made available to interested families and how applications will be accepted by the ARHA. However, the ARHA must include Form HUD-90026, Supplement to Application for Federally Assisted Housing, as part of the ARHA’s application.

ARHA Policy

Depending upon the length of time that applicants may need to wait to receive assistance, the ARHA may use a one- or two-step application process.

A one-step process will be used when it is expected that a family will be selected from the waiting list within 60 days of the date of application. At application, the family must provide all of the information necessary to establish family eligibility and level of assistance.

A two-step process will be used when it is expected that a family will not be selected from the waiting list for at least 60 days from the date of application. Under the two-step application process, the ARHA initially will require families to provide only the information needed to make an initial assessment of the family’s eligibility, and to determine the family’s placement on the waiting list. The family will be required to provide all of the information necessary to establish family eligibility and level of assistance when the family is selected from the waiting list.

Families may obtain application forms from the ARHA’s office during normal business hours when the waiting list is open unless other venues of waiting list distribution are determined by the ARHA. Families may also request by telephone or mail a form to be sent to the family via first class mail.

Completed applications must be returned to the ARHA by mail, fax or email.

Applications may also be submitted in person to the ARHA office during normal business hours. Applications must be complete in order to be accepted by the ARHA for processing. If an application is incomplete, the ARHA will notify the family of the additional information required.

All applications received by fax, mail, email or in person, will be stamped with the date and time the application was submitted. This information will be used along with other criteria to determine placement on the waiting list as stated in Chapter 4-I.D and 4-II.B.
4-I.C. ACCESSIBILITY OF THE APPLICATION PROCESS

Elderly and Disabled Populations [24 CFR 8 and HCV GB, pp. 4-11 – 4-13]

The ARHA must take a variety of steps to ensure that the application process is accessible to those people who might have difficulty complying with the normal, standard ARHA application process. This could include people with disabilities, certain elderly individuals, as well as persons with limited English proficiency (LEP). The ARHA must provide reasonable accommodation to the needs of individuals with disabilities. The application-taking facility and the application process must be fully accessible, or the ARHA must provide an alternate approach that provides full access to the application process. Chapter 2 provides a full discussion of the ARHA’s policies related to providing reasonable accommodations for people with disabilities.

Homeless Populations (NOTICE PIH 2013-15 (HA):

When trying to reach people experiencing homelessness in order to apply to the HCV program, ARHA will reach out to shelters, homeless service providers, and agencies that work closely with people experiencing homelessness to provide assistance with application processes.

Limited English Proficiency

Housing Authorities are required to take reasonable steps to ensure meaningful access to their programs and activities by persons with limited English proficiency [24 CFR 1]. Chapter 2 provides a full discussion on the ARHA’s policies related to ensuring access to people with limited English proficiency (LEP).

4-I.D. PLACEMENT ON THE WAITING LIST

The ARHA must review each complete application received and make a preliminary assessment of the family’s eligibility. The ARHA must accept applications from families for whom the list is open unless there is good cause for not accepting the application (such as denial of assistance) for the grounds stated in the regulations [24 CFR 982.206(b)(2)]. Where the family is determined to be ineligible, the ARHA must notify the family in writing [24 CFR 982.201(f)]. Where the family is not determined to be ineligible, the family will be placed on a waiting list of applicants.

No applicant has a right or entitlement to be listed on the waiting list, or to any particular position on the waiting list [24 CFR 982.202(c)].

Ineligible for Placement on the Waiting List

ARHA Policy

If the ARHA can determine from the information provided that a family is ineligible, the family will not be placed on the waiting list. Where a family is determined to be ineligible, the ARHA will send written notification of the eligibility determination within 14 business days of receiving a complete application. The notice will specify the reasons for ineligibility, and will inform the family of its right to request an informal review and explain the process for doing so (see Chapter 16).
Eligible for Placement on the Waiting List

ARHA Policy

The ARHA will send written notification of the preliminary eligibility determination within 14 business days of receiving a complete application.

Placement on the waiting list does not indicate that the family is, in fact, eligible for assistance. A final determination of eligibility will be made when the family is selected from the waiting list.

Applicants will be placed on the waiting list according to the date, time and any preference(s) for which they qualify, when the complete application is received by the ARHA.
PART II: MANAGING THE WAITING LIST

4-II.A. OVERVIEW
The ARHA must have policies regarding various aspects of organizing and managing the waiting list of applicant families. This includes opening the list to new applicants, closing the list to new applicants, notifying the public of waiting list openings and closings, updating waiting list information, purging the list of families that are no longer interested in or eligible for assistance, as well as conducting outreach to ensure a sufficient number of applicants.

In addition, HUD imposes requirements on how ARHA may structure its waiting list and how families must be treated if they apply for assistance from Housing Authorities that administers more than one assisted housing program.

4-II.B. ORGANIZATION OF THE WAITING LIST [24 CFR 982.204 and 205]
The ARHA’s HCV waiting list must be organized in such a manner to allow the ARHA to accurately identify and select families for assistance in the proper order, according to the admissions policies described in this plan.

The waiting list must contain the following information for each applicant listed:
- Applicant name;
- Family unit size;
- Date and time of application;
- Qualification for any local preference;
- Racial or ethnic designation of the head of household.

HUD requires the ARHA to maintain a single waiting list for the HCV program unless it serves more than one county or municipality. Such Housing Authorities are permitted, but not required, to maintain a separate waiting list for each county or municipality served.

ARHA Policy
The ARHA will maintain a single waiting list for the HCV program.

HUD directs that a family that applies for assistance from the HCV program must be offered the opportunity to be placed on the waiting list for any public housing, project-based voucher or moderate rehabilitation program the ARHA operates if 1) the other programs’ waiting lists are open, and 2) the family is qualified for the other programs.

HUD permits, but does not require, that the ARHA maintain a single merged waiting list for their public housing, HCV, and other subsidized housing programs.

A family’s decision to apply for, receive, or refuse other housing assistance must not affect the family’s placement on the HCV waiting list, or any preferences for which the family may qualify.

ARHA Policy
The ARHA will not merge the HCV waiting list with the waiting list for any other program the ARHA operates.
4-II.C. OPENING AND CLOSING THE WAITING LIST [24 CFR 982.206]

Closing the Waiting List

The ARHA is permitted to close the waiting list if it has an adequate pool of families to utilize its available HCV assistance. Alternatively, the ARHA may elect to continue to accept applications only from certain categories of families that meet particular preferences or funding criteria.

ARHA Policy

The ARHA will close the waiting list when the estimated waiting period for housing assistance for applicants on the list reaches 24 months for the most current applicants. Where the ARHA has particular preferences or funding criteria that require a specific category of family, the ARHA may elect to continue to accept applications from these applicants while closing the waiting list to others. ARHA will accept referral forms/applications for families that qualify for its local preferences established through a memorandum of understanding with the City of Alexandria Department of Human Services for its Family Unification (FUP), Mental Health, Transitional Housing and Foster Care Youth programs even when the general HCV waiting list is closed pending funding availability and other mitigating factors.

Reopening the Waiting List

If the waiting list has been closed, it cannot be reopened until the ARHA publishes a notice in local newspapers of general circulation, minority media, and other suitable media outlets. The notice must comply with HUD fair housing requirements and must specify who may apply, and where and when applications will be received.

ARHA Policy

The ARHA will announce the reopening of the waiting list at least 10 business days prior to the date applications will first be accepted. If the list is only being reopened for certain categories of families, this information will be contained in the notice.

The ARHA will give public notice by publishing the relevant information in suitable media outlets including, but not limited to:

The Washington Post
The Alexandria Journal
The Alexandria Times
The Metro-Harold
El Tempo Latino
Advertisement on local broadcast stations.
4-II.D. FAMILY OUTREACH [HCV GB, pp. 4-2 to 4-4]

The ARHA must conduct outreach as necessary to ensure that the ARHA has a sufficient number of applicants on the waiting list to use the HCV resources it has been allotted.

Because HUD requires the ARHA to serve a specified percentage of extremely low income families (see Chapter 4, Part III), the ARHA may need to conduct special outreach to ensure that an adequate number of such families apply for assistance [HCV GB, p. 4-20 to 4-21].

ARHA outreach efforts must comply with fair housing requirements. This includes:

- Analyzing the housing market area and the populations currently being served to identify underserved populations
- Ensuring that outreach efforts are targeted to media outlets that reach eligible populations that are underrepresented in the program
- Avoiding outreach efforts that prefer or exclude people who are members of a protected class

ARHA outreach efforts must be designed to inform qualified families about the availability of assistance under the program. These efforts may include, as needed, any of the following activities:

- Submitting press releases to local newspapers, including minority newspapers
- Developing informational materials and flyers to distribute to other agencies
- Providing application forms to other public and private agencies that serve the low income population
- Developing partnerships with other organizations that serve similar populations, including agencies that provide services for persons with disabilities and the homeless.

ARHA Policy

The ARHA will monitor the characteristics of the population being served and the characteristics of the population as a whole in the ARHA’s jurisdiction. Targeted outreach efforts will be undertaken if a comparison suggests that certain populations are being underserved.

4-IIE. REPORTING CHANGES IN FAMILY CIRCUMSTANCES

ARHA Policy

While the family is on the waiting list, the family must immediately inform the ARHA of changes in contact information, including current residence, mailing address, and phone number. The changes must be submitted in writing. Failure to do so may result in the application being closed.
4-II.F. UPDATING THE WAITING LIST [24 CFR 982.204]

HUD requires the ARHA to establish policies to use when removing applicant names from the waiting list.

Purging the Waiting List

The decision to withdraw an applicant family that includes a person with disabilities from the waiting list is subject to reasonable accommodation. If the applicant did not respond to an ARHA request for information or updates because of the family member’s disability, the ARHA must reinstate the applicant family to their former position on the waiting list [24 CFR 982.204(c)(2)].

ARHA Policy

The waiting list will be updated annually to ensure that all applicants and applicant information is current and timely.

To update the waiting list, the ARHA will send an update request via first class mail to each family on the waiting list to determine whether the family continues to be interested in, and to qualify for, the program. This update request will be sent to the last address that the ARHA has on record for the family. The update request will provide a deadline by which the family must respond and will state that failure to respond will result in the applicant’s name being removed from the waiting list.

The family’s response must be in writing and may be delivered in person, by mail, or by fax. Responses should be postmarked or received by the ARHA not later than 30 business days from the date of the ARHA letter.

If the notice sent was not returned by the post office to the ARHA office the ARHA considers the letter delivered. Therefore, if the family fails to respond within 30 business days, the family will be removed from the waiting list without further notice.

If the notice is returned by the post office with no forwarding address, the applicant will be removed from the waiting list without further notice.

If the notice is returned by the post office with a forwarding address, the notice will be re-sent to the address indicated. The family will have 30 business days to respond from the date the letter was re-sent.

If a family is removed from the waiting list for failure to respond, the HCV program Director may reinstate the family if s/he determines the lack of response was due to ARHA error, or to circumstances beyond the family’s control.
Removal from the Waiting List

ARHA Policy

If at any time an applicant family is on the waiting list, the ARHA determines that the family is not eligible for assistance (see Chapter 3); the family will be removed from the waiting list.

If a family is removed from the waiting list because the ARHA has determined the family is not eligible for assistance, a notice will be sent to the family’s address of record as well as to any alternate address provided on the initial application. The notice will state the reasons the family was removed from the waiting list and will inform the family how to request an informal review regarding the ARHA’s decision (see Chapter 16) [24 CFR 982.201(f)].
PART III: SELECTION FOR HCV ASSISTANCE

4-III.A. OVERVIEW

As vouchers become available, families on the waiting list must be selected for assistance in accordance with the policies described in this part.

The order in which families receive assistance from the waiting list depends on the selection method chosen by the ARHA and is impacted in part by any selection preferences that the family qualifies for. The source of HCV funding also may affect the order in which families are selected from the waiting list.

The ARHA must maintain a clear record of all information required to verify that the family is selected from the waiting list according to the ARHA’s selection policies [24 CFR 982.204(b) and 982.207(e)].

4-III.B. SELECTION AND HCV FUNDING SOURCES

Special Admissions [24 CFR 982.203]

HUD may award funding for specifically-named families living in specified types of units (e.g., a family that is displaced by demolition of public housing; a non-purchasing family residing in a HOPE 1 or 2 projects). In these cases, the ARHA may admit families that are not on the waiting list, or without considering the family’s position on the waiting list. The ARHA must maintain records showing that such families were admitted with special program funding.

Regular HCV Funding

Regular HCV funding may be used to assist any eligible family on the waiting list. Families are selected from the waiting list according to the policies provided in Section 4-III.C.

4-III.C. SELECTION METHOD

ARHA must describe the method for selecting applicant families from the waiting list, including the system of admission preferences that the ARHA will use [24 CFR 982.202(d)].

Local Preferences [24 CFR 982.207; HCV p. 4-16]

ARHA is permitted to establish local preferences, and to give priority to serving families that meet those criteria. HUD specifically authorizes and places restrictions on certain types of local preferences. HUD also permits the ARHA to establish other local preferences, at its discretion. Any local preferences established must be consistent with the ARHA plan and the consolidated plan, and must be based on local housing needs and priorities that can be documented by generally accepted data sources.

ARHA Policy

The ARHA will offer a preference to:

Any family that has been terminated from ARHA’s HCV program due to insufficient program funding
Referrals from the Department of Community and Human Services for the
Family Unification Program (FUP), Mental Health, Transitional Housing, Foster
Care Youth, Veterans and families that meet the standards of VAWA.

Elderly

Disabled

Working:

a. Live and work in the City of Alexandria
b. Live and/or work in the City of Alexandria

Working outside the City of Alexandria

To meet HUD goals that seek to increase access to HCV programs for the homeless
ARHA will work collaboratively with local health care providers, social service
providers and other local organizations to identify and serve this population.

ARHA Policy (NOTICE PIH 2013-15 (HA):

The HCV program will use the following definition of homelessness:

An individual or family who lacks a fixed, regular, and adequate nighttime
residence, meaning:

An individual or family with a primary nighttime residence that is a public or
private place not designed for or ordinarily used as a regular sleeping
accommodation for human beings, including a car, park, abandoned building, bus
or train station, airport, or camping ground; or

An individual or family living in a supervised publicly or privately operated
shelter designated to provide temporary living arrangements (including
congregate shelters, transitional housing, and hotels and motels paid for by
charitable organizations or by federal, state, or local government programs for
low-income individuals); or

An individual who is exiting an institution where he or she resided for 90 days
or less and who resided in an emergency shelter or place not meant
for human habitation immediately before entering that institution;

Any individual or family who is fleeing, or is attempting to flee, domestic
violence, dating violence, sexual assault, stalking, or other dangerous or life-
threatening conditions that relate to violence against the individual or a family
member, including a child, that has either taken place within the individual’s or family’s primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence; and

Has no other residence; and

Lacks the resources or support networks, e.g., family, friends, and faith-based or other social networks, to obtain other permanent housing.

The most direct method for ARHA to increase access to the HCV program is to establish waiting list preferences that will serve those families who are currently homeless.

ARHA Policy:

To expand housing opportunities through the HCV program for individuals and families experiencing homelessness, ARHA gives local preferences via referral process from the City of Alexandria’s, Department of Community and Human Services. These preferences are:

Transitional Housing – for general homeless population
Veterans Administration Supportive Housing (VASH) for homeless veterans
Violence Against Women Act (VAWA) for those who are victims of domestic abuse which has resulted in homeless

The Olmstead Act (NOTICE PIH-2012-31 (HA))

The Olmstead decision refers to Supreme Court ruling in Olmstead v. L.C., 527 U.S. 581 (1999) which determined that Title II of the Americans with Disabilities Act (ADA) prohibits the unjustified segregation of individuals with disabilities. The court’s opinion provided a directive that public entities must serve qualified individuals with mental and physical disabilities in community settings rather than in institutions.

ARHA Policy:

To identify those who may fall under the Olmstead Act, ARHA will work closely with local health and social organizations and services.

To meet HUD requirements to increase access to the HCV program for those with disabilities who are ready to exit institutions, local admission preferences by referral have been designated:

Disabled
Transitional Housing
**Income Targeting Requirement [24 CFR 982.201(b)(2)]**

HUD requires that extremely low-income (ELI) families make up at least 75% of the families admitted to the HCV program during the ARHA’s fiscal year. ELI families are those with annual incomes at or below 30% of the area median income. To ensure this requirement is met, ARHA may skip non-ELI families on the waiting list in order to select an ELI family.

Low income families admitted to the program that are “continuously assisted” under the 1937 Housing Act [24 CFR 982.4(b)], as well as low-income or moderate-income families admitted to the program that are displaced as a result of the prepayment of the mortgage or voluntary termination of an insurance contract on eligible low-income housing, are not counted for income targeting purposes [24 CFR 982.201(b)(2)(v)].

**ARHA Policy**

The ARHA will monitor progress in meeting the ELI requirement throughout the fiscal year. Extremely low-income families will be selected ahead of other eligible families on an as-needed basis to ensure the income targeting requirement is met.

**Order of Selection**

The ARHA system of preferences may select families either according to the date and time of application, or by a random selection process [24 CFR 982.207(c)]. When selecting families from the waiting list Housing Authorities are required to use targeted funding to assist only those families who meet the specified criteria, and Housing Authorities are not permitted to skip down the waiting list to a family that it can afford to subsidize when there are not sufficient funds to subsidize the family at the top of the waiting list [24 CFR 982.204(d) and (e)].

**ARHA Policy**

Families will be selected from the waiting list based on the targeted funding or selection preference(s) for which they qualify, and in accordance with the ARHA’s hierarchy of preferences. Within each targeted funding or preference category, families will be selected on a first-come, first-served basis according to the date and time their complete application is received by the ARHA. Documentation will be maintained by the ARHA as to whether families on the list qualify for and are interested in targeted funding. If a higher placed family on the waiting list is not qualified or not interested in targeted funding, there will be a notation maintained so that the ARHA does not have to ask higher placed families each time targeted selections are made.

Ultimate preference for tenant based assistance will be given to DHS referrals to the programs specified above in the following allocations: FUP 70 vouchers, Mental Health 50 vouchers, Transitional Housing 25 vouchers and Foster Care Youth 25 vouchers and reasonable accommodation request approved by the Chief Executive Officer and/or his designee for other programs administered by ARHA.
4-III.D. NOTIFICATION OF SELECTION

When a family has been selected from the waiting list, the ARHA must notify the family.

ARHA Policy

The ARHA will notify the family by first class mail when it is selected from the waiting list. The notice will inform the family of the following:

- Date, time, and location of the scheduled application interview, including any procedures for rescheduling the interview
- Who is required to attend the interview
- Documents that must be provided at the interview to document the legal identity of household members, including information about what constitutes acceptable documentation
- Other documents and information that should be brought to the interview

If a notification letter is returned to the ARHA with no forwarding address, the family will be removed from the waiting list. A notice of denial (see Chapter 3) will be sent to the family’s address of record, as well as to any known alternate address.

In order to strengthen the process for contacting applicants on the waiting list, if a family notifies ARHA in advance by writing and/or on the Waiting List application that they are homeless, and the notification letter is returned the ARHA may call the applicant if a working phone number is given.

4-III.E. THE APPLICATION INTERVIEW

The ARHA conducts group application sessions to accommodate large groups of applicants. The sessions are designed to complete the application and requisite forms as well as to collect documents that need to be copied and/or scanned. These group sessions do not involve the disclosure publically of private information by the applicant family. However, if the ARHA deems it necessary and/or the applicant family requests, a private application interview will be conducted. [HCV GB, pg. 4-16]. Being invited to attend an interview does not constitute admission to the program.

Reasonable accommodation must be made for persons with disabilities who are unable to attend an interview due to their disability.

ARHA Policy

Families selected from the waiting list are required to participate in an eligibility interview.

The head of household and all family members 18 and over must attend the interview. Verification of information pertaining to adult members of the
The interview will be conducted only if the family provides appropriate documentation of legal identity. (Chapter 7 provides a discussion of proper documentation of legal identity). If the family does not provide the required documentation, the appointment may be rescheduled when the proper documents have been obtained.

The family must provide the information necessary to establish the family’s eligibility and determine the appropriate level of assistance, as well as completing required forms, providing required signatures, and submitting required documentation. If any materials are missing, the ARHA will provide the family with a written list of items that must be submitted.

Any required documents or information that the family is unable to provide at the interview must be provided within five (5) business days of the interview. If the family is unable to obtain the information or materials within the required period, the family may request an extension in writing. If the required documents and information are not provided within the required time frame (plus any extensions), the family will be sent a notice of denial (See Chapter 3).

An advocate, interpreter, or other assistant may assist the family with the application and the interview process.

Interviews will be conducted in English. For limited English proficient (LEP) applicants, the ARHA will provide translation services in accordance with the ARHA’s LEP plan.

If the family is unable to attend the scheduled interview, a second interview session appointment is available and this date is noted in the initial notification letter. Applicants who fail to attend two scheduled interviews without ARHA approval will be denied assistance based on the family’s failure to supply information needed to determine eligibility. A notice of denial will be issued in accordance with policies contained in Chapter 3.

4-III.F. COMPLETING THE APPLICATION PROCESS

The ARHA must verify all information provided by the family (see Chapter 7). Based on verified information, the ARHA must make a final determination of eligibility (see Chapter 3) and must confirm that the family qualified for any special admission, targeted admission, or selection preference that affected the order in which the family was selected from the waiting list.

ARHA Policy

If the ARHA determines that the family is ineligible, the ARHA will send written notification of the ineligibility determination within 15 business days of the determination. The notice will specify the reasons for ineligibility, and will inform the family of its right to request an informal review (Chapter 16).
If a family fails to qualify for any criteria that affected the order in which it was selected from the waiting list (e.g. targeted funding, extremely low-income), the family will be returned to its original position on the waiting list. The ARHA will notify the family in writing that it has been returned to the waiting list, and will specify the reasons for it.

If the ARHA determines that the family is eligible to receive assistance, the ARHA will invite the family to attend a briefing in accordance with the policies in Chapter 5.
Chapter 4
APPLICATIONS, WAITING LIST AND TENANT SELECTION

INTRODUCTION
When a family wishes to reside in public housing, the family must submit an application that provides the PHA with the information needed to determine the family’s eligibility. HUD requires the PHA to place all eligible families that apply for public housing on a waiting list. When a unit becomes available, the PHA must select families from the waiting list in accordance with HUD requirements and PHA policies as stated in its Admissions and Continued Occupancy Policy (ACOP) and its annual plan.

The PHA is required to adopt a clear approach to accepting applications, placing families on the waiting list, and selecting families from the waiting list, and must follow this approach consistently. The actual order in which families are selected from the waiting list can be affected if a family has certain characteristics designated by HUD or the PHA to receive preferential treatment.

HUD regulations require that the PHA comply with all equal opportunity requirements and it must affirmatively further fair housing goals in the administration of the program [24 CFR 960.103, PH Occ GB p. 13]. Adherence to the selection policies described in this chapter ensures that the PHA will be in compliance with all relevant fair housing requirements, as described in Chapter 2.

This chapter describes HUD and PHA policies for taking applications, managing the waiting list and selecting families from the waiting list. The PHAs policies for assigning unit size and making unit offers are contained in Chapter 5. Together, Chapters 4 and 5 of the ACOP comprise the PHA’s Tenant Selection and Assignment Plan (TSAP).

The policies outlined in this chapter are organized into three sections, as follows:

**Part I: The Application Process.** This part provides an overview of the application process, and discusses how applicants can obtain and submit applications. It also specifies how the PHA will handle the applications it receives.

**Part II: Managing the Waiting List.** This part presents the policies that govern how the PHA’s waiting list is structured, when it is opened and closed, and how the public is notified of the opportunity to apply for public housing. It also discusses the process the PHA will use to keep the waiting list current.

**Part III: Tenant Selection.** This part describes the policies that guide the PHA in selecting families from the waiting list as units become available. It also specifies how in-person interviews will be used to ensure that the PHA has the information needed to make a final eligibility determination.
PART I: THE APPLICATION PROCESS

4-I.A. OVERVIEW

This part describes the policies that guide the PHA’s efforts to distribute and accept applications, and to make preliminary determinations of applicant family eligibility that affect placement of the family on the waiting list. This part also describes the PHA’s obligation to ensure the accessibility of the application process to elderly persons, people with disabilities, and people with limited English proficiency (LEP).

4-I.B. APPLYING FOR ASSISTANCE

Any family that wishes to reside in public housing must apply for admission to the program [24 CFR 1.4(b)(2)(ii), 24 CFR 960.202(a)(2)(iv), and PH Occ GB, p. 68]. HUD permits the PHA to determine the format and content of its applications, as well how such applications will be made available to interested families and how applications will be accepted by the PHA.

**ARHA Policy**

Depending upon the length of time that applicants may need to wait to be housed, the ARHA may use a one- or two-step application process.

a. A one-step process will be used when it is expected that a family will be selected from the waiting list within sixty (60) days of the date of application. At application, the family must provide all of the information necessary to establish family eligibility and suitability and the amount of rent the family will pay.

ARHA does not use the one-step process at the present time.

b. A two-step process will be used when it is expected that a family will not be selected from the waiting list for at least sixty (60) days or more from the date of application. Under the two-step application process, the ARHA initially will require families to provide only the information needed to make an initial assessment of the family’s eligibility, and to determine the family’s placement on the waiting list. The family will be required to provide all of the information necessary to establish family eligibility and the amount of rent the family will pay when selected from the waiting list.

c. Families may obtain application forms from the ARHA’s office during normal business hours. Families may also request applications by telephone, mail, email or download them from ARHA’s website (when available).

d. Completed applications must be returned to the ARHA by mail, by fax, by email or submitted in person during normal business hours. Applications must be complete in order to be accepted by the PHA for processing. If an application is incomplete, the PHA will notify the family of the additional information required.

e. The PHA current waiting list exceeds a two-year waiting period and applications are not accepted until public notices are posted according to this ACOP policies.
4-I.C. ACCESSIBILITY OF THE APPLICATION PROCESS

The PHA must take a variety of steps to ensure that the application process is accessible to those people who might have difficulty complying with the normal, standard PHA application process.

Disabled Populations [24 CFR 8; PH Occ GB, p. 68]

The PHA must provide reasonable accommodation to the needs of individuals with disabilities. The application-taking facility and the application process must be fully accessible, or the PHA must provide an alternate approach that provides equal access to the application process. Chapter 2 provides a full discussion of the PHA’s policies related to providing reasonable accommodations for people with disabilities.

Limited English Proficiency

PHAs are required to take reasonable steps to ensure meaningful access to their programs and activities by persons with limited English proficiency [24 CFR 1]. Chapter 2 provides a full discussion on the PHA’s policies related to ensuring access to people with limited English proficiency (LEP).

Homeless Populations (PIH NOTICE 2013-15)

When trying to reach people experiencing homelessness in order to apply to the ARHA program, ARHA will reach out to shelters, homeless service providers, and agencies that work closely with people experiencing homelessness to provide assistance with application processes.

4-I.D. PLACEMENT ON THE WAITING LIST

The PHA must review each completed application received and make a preliminary assessment of the family’s eligibility. The PHA must place on the waiting list families for whom the list is open unless the PHA determines the family to be ineligible. Where the family is determined to be ineligible, the PHA must notify the family in writing [24 CFR 960.208(a); PH Occ GB, p. 41]. Where the family is not determined to be ineligible, the family will be placed on a waiting list of applicants.

No applicant has a right or entitlement to be listed on the waiting list, or to any particular position on the waiting list. [24 CFR 982.2002 (c)]

Ineligible for Placement on the Waiting List

**ARHA Policy**

If the Authority can determine from the information provided that a family is ineligible, the family will not be placed on the waiting list. Where a family is determined to be ineligible, the ARHA will send written notification of the ineligibility determination within ten (10) business days of receiving and/or processing a completed application. The
notice will specify the reasons for ineligibility, and will inform the family of its right to request an informal hearing and explain the process for doing so (see Chapter 14).

Eligible for Placement on the Waiting List

**ARHA Policy**

a. The Authority will send written notification of the preliminary eligibility determination within ten (10) business days of receiving and/or processing a completed application. If applicable, the notice will also indicate the waiting list preference(s) for which the family appears to qualify.

b. Placement on the waiting list does not indicate that the family is, in fact, eligible for admission. A final determination of eligibility and qualification for preferences will be made when the family is selected from the waiting list.

c. Applicants will be placed on the waiting list according to ARHA preference(s) and the date and time their complete application is received by the Authority.

d. The Authority will assign families on the waiting list according to the bedroom size for which a family qualifies as established in its occupancy standards (see Chapter 5). Families may request to be placed on the waiting list for a unit size smaller than designated by the occupancy guidelines (as long as the unit is not overcrowded according to ARHA’s standards and local codes). However, in these cases, the family must agree not to request a transfer for two (2) years after admission, unless they have a change in family size or composition.

PART II: MANAGING THE WAITING LIST

4-II.A. OVERVIEW

The PHA must have policies regarding the type of waiting list it will utilize as well as the various aspects of organizing and managing the waiting list of applicant families. This includes opening the list to new applicants, closing the list to new applicants, notifying the public of waiting list openings and closings, updating waiting list information, purging the list of families that are no longer interested in or eligible for public housing, and conducting outreach to ensure a sufficient number of applicants.

In addition, HUD imposes requirements on how the PHA may structure its waiting list and how families must be treated if they apply for public housing at a PHA that administers more than one assisted housing program.

4-II.B. ORGANIZATION OF THE WAITING LIST

The PHA’s public housing waiting list must be organized in such a manner to allow the PHA to accurately identify and select families in the proper order, according to the admissions policies described in this ACOP.

**ARHA Policy**

The waiting list will contain the following information for each applicant listed:
1) Name and social security number of head of household
2) Unit size required (number of family members)
3) Amount and source of annual income
4) Date and time of application
5) Qualification for any local preference
6) Accessibility requirement, if any
7) Household type (family, elderly, disabled)
8) Race and ethnicity of the head of household
9) The specific site(s) selected (only if ARHA offers site-based waiting lists)

The PHA may adopt one community-wide waiting list or site-based waiting lists. The PHA must obtain approval from HUD through submission of its Annual Plan before it may offer site-based waiting lists. Site-based waiting lists allow families to select the development where they wish to reside and must be consistent with all applicable civil rights and fair housing laws and regulations [24 CFR 903.7(b)(2)].

ARHA Policy

a. The Authority will maintain one single community-wide waiting list, with the exception of the developments listed in paragraph “b.” below. Within the list, the PHA will designate subparts to easily identify who should be offered the next available unit (i.e. mixed populations, general occupancy, unit size, and accessible units).

b. The PHA will adopt site-based waiting lists at these developments: Ladrey Highrise, Park Place Condominiums, all Low Income Housing Tax Credit (LIHTC) developments, Old Dominion, West Glebe, Chatham Square, Old Town Commons- I, II, IV and Braddock Whiting, Reynolds sites.

HUD directs that a family that applies to reside in public housing must be offered the opportunity to be placed on the waiting list for any tenant-based or project-based voucher or moderate rehabilitation program that the PHA operates if 1) the other programs' waiting lists are open, and 2) the family is qualified for the other programs [24 CFR 982.205(a)(2)(i)].

HUD permits, but does not require, that PHAs maintain a single merged waiting list for their public housing, Section 8, and other subsidized housing programs [24 CFR 982.205(a)(1)].

ARHA Policy

The PHA will not merge the public housing waiting list with the waiting list for any other program the PHA operates.

4-II.C. OPENING AND CLOSING THE WAITING LIST

Closing the Waiting List
The PHA is permitted to close the waiting list, in whole or in part, if it has an adequate pool of families to fill its developments. The PHA may close the waiting list completely, or restrict intake by preference, type of project, or by size and type of dwelling unit. [PH Occ GB, p. 31].

**ARHA Policy**

a. The PHA will close the waiting list when the estimated waiting period for housing applicants on the list reaches twenty four (24) months for the most current applicants.

b. Where the PHA has particular preferences or other criteria that require a specific category of family, the PHA may elect to continue to accept applications from these applicants while closing the waiting list to others.

**Reopening the Waiting List**

If the waiting list has been closed, it may be reopened at any time. The PHA should publish a notice in local newspapers of general circulation, minority media, and other suitable media outlets that the PHA is reopening the waiting list. Such notice must comply with HUD fair housing requirements. The PHA should specify who may apply, and where and when applications will be received.

**ARHA Policy**

The ARHA will announce the reopening of the waiting list at least ten (10) business days prior to the date applications will first be accepted. If the list is only being reopened for certain categories of families, this information will be contained in the notice. The notice will specify where, when, and how applications are to be received.

The ARHA will give public notice by publishing the relevant information in suitable media outlets including, but not limited to:

1) The Washington Post (English Language Newspaper media)  
2) El Tiempo Latino (Spanish Newspaper media)  
3) Afro-American (African-American Newspaper media)  
4) Alexandria Gazette Packet (Local Newspaper media)  
5) Little Town (Vietnamese Newspaper media)

**4-II.D. FAMILY OUTREACH [24 CFR 903.2(d); 24 CFR 903.7(a) and (b)]**

The PHA should conduct outreach as necessary to ensure that the Authority has a sufficient number of applicants on the waiting list to fill anticipated vacancies and to assure that the PHA is affirmatively furthering fair housing and complying with the Fair Housing Act.
Because HUD requires the PHA to serve a specified percentage of extremely low income families, the PHA may need to conduct special outreach to ensure an adequate number of such families apply for public housing.

PHA outreach efforts must comply with fair housing requirements. This includes:

- Analyzing the housing market area and the populations currently being served to identify underserved populations
- Ensuring that outreach efforts are targeted to media outlets that reach eligible populations that are underrepresented in the program
- Avoiding outreach efforts that prefer or exclude people who are members of a protected class

PHA outreach efforts must be designed to inform qualified families about the availability of units under the program. These efforts may include, as needed, any of the following activities:

- Submitting press releases to local newspapers, including minority newspapers
- Developing informational materials and flyers to distribute to other agencies
- Providing application forms to other public and private agencies that serve the low income population
- Developing partnerships with other organizations that serve similar populations, including agencies that provide services for persons with disabilities and the homeless.

**ARHA Policy**

a. The ARHA will monitor the characteristics of the population being served and the characteristics of the population as a whole in the Agency’s jurisdiction.

b. Targeted outreach efforts will be undertaken if a comparison suggests that certain populations are being underserved.

### 4-II.E. REPORTING CHANGES IN FAMILY CIRCUMSTANCES

**ARHA Policy**

a. While the family is on the waiting list, the family must inform the Authority, within ten (10) business days, of changes in family size or composition, preference status, or contact information, including current residence, mailing address, and phone number. The changes must be submitted in writing.

b. Changes in an applicant's circumstances while on the waiting list may affect the family's qualification for a particular bedroom size or entitlement to a preference.

c. When an applicant reports a change that affects their placement on the waiting list, the waiting list will be updated accordingly.

### 4-II.F. UPDATING THE WAITING LIST
HUD requires the PHA to establish policies to use when removing applicant names from the waiting list [24 CFR 960.202(a)(2)(iv)].

**Purging the Waiting List**

The decision to withdraw an applicant family that includes a person with disabilities from the waiting list is subject to reasonable accommodation. If the applicant did not respond to the PHA’s request for information or updates because of the family member’s disability, the PHA must, upon the family’s request, reinstate the applicant family to their former position on the waiting list as a reasonable accommodation [24 CFR 8.4(a), 24 CFR 100.204(a), and PH Occ GB, p. 39 and 40]. See Chapter 2 for further information regarding reasonable accommodations.

**ARHA Policy**

a. The waiting list will be updated as needed to ensure that all applicants and applicant information is current and timely.

b. To update the waiting list, the Authority will send an update request via first class mail to each family on the waiting list to determine whether the family continues to be interested in, and to qualify for, the program. This update request will be sent to the last address that the Authority has on record for the family. The update request will provide a deadline by which the family must respond and will state that failure to respond will result in the applicant’s name being removed from the waiting list.

c. The family’s response must be in writing and may be delivered in person, by mail, by fax, or by email. Responses should be postmarked or received by the Authority not later than fifteen (15) business days from the date of the Agency’s letter.

d. If the family fails to respond within *fifteen (15) business days*, the family will be removed from the waiting list without further notice.

e. If the notice is returned by the post office with no forwarding address, the applicant will be removed from the waiting list without further notice.

f. If the notice is returned by the post office with a forwarding address, the notice will be re-sent to the address indicated. The family will have *fifteen (15) business days* to respond from the date the letter was re-sent. If the family fails to respond within this time frame, the family will be removed from the waiting list without further notice.

g. When a family is removed from the waiting list during the update process for failure to respond, *no informal hearing will be offered*. Such failures to act on the part of the applicant prevent the ARHA from making an eligibility determination; therefore no informal hearing is required.

h. If a family is removed from the waiting list for failure to respond, the Executive Director may reinstate the family if she/he determines the lack of response was due to ARHA’s error, or to circumstances beyond the family’s control.
i. In order to strengthen the process for contacting applicants on the waiting list, if a family notifies ARHA in advance by writing and/or on the Waiting List application that they are homeless, and the notification letter is returned, the ARHA may call the applicant if a working phone number is given.

Removal from the Waiting List

**ARHA Policy**

a. The ARHA will remove applicants from the waiting list if they have requested that their name be removed. In such cases no informal hearing is required.

b. If the ARHA determines that the family is not eligible for admission (see Chapter 3) at any time while the family is on the waiting list the family will be removed from the waiting list.

c. If a family is removed from the waiting list because the ARHA has determined the family is not eligible for admission, a notice will be sent to the family’s address of record as well as to any alternate address provided on the initial application. The notice will state the reasons the family was removed from the waiting list and will inform the family how to request an informal hearing regarding the ARHA’s decision (see Chapter 14) [24 CFR 960.208(a)].

---

**PART III: TENANT SELECTION**

**4-III.A. OVERVIEW**

The PHA must establish tenant selection policies for families being admitted to public housing [24 CFR 960.201(a)]. The PHA must not require any specific income or racial quotas for any developments [24 CFR 903.2(d)]. The PHA must not assign persons to a particular section of a community or to a development or building based on race, color, religion, sex, disability, familial status or national origin for purposes of segregating populations [24 CFR 1.4(b)(1)(iii) and 24 CFR 903.2(d)(1)].

The order in which families will be selected from the waiting list depends on the selection method chosen by the PHA and is impacted in part by any selection preferences that the family qualifies for. The availability of units also may affect the order in which families are selected from the waiting list.

The PHA must maintain a clear record of all information required to verify that the family is selected from the waiting list according to the PHA’s selection policies [24 CFR 960.206(e)(2)]. The PHA’s policies must be posted any place where the PHA receives applications. The PHA
must provide a copy of its tenant selection policies upon request to any applicant or tenant. The PHA may charge the family for providing a copy of its tenant selection policies [24 CFR 960.202(c)(2)].

**ARHA Policy**

When an applicant or resident family requests a copy of the PHA’s tenant selection policies, the PHA will provide copies to them free of charge.

### 4-III.B. SELECTION METHOD

PHAs must describe the method for selecting applicant families from the waiting list, including the system of admission preferences that the PHA will use.

**Local Preferences [24 CFR 960.206]**

PHAs are permitted to establish local preferences and to give priority to serving families that meet those criteria. HUD specifically authorizes and places restrictions on certain types of local preferences.

HUD also permits the PHA to establish other local preferences, at its discretion. Any local preferences established must be consistent with the PHA plan and the consolidated plan, and must be based on local housing needs and priorities that can be documented by generally accepted data sources [24 CFR 960.206(a)].

**ARHA Policy**

The Authority will use the following local preference:

a. In order to bring higher income families into public housing, the ARHA will establish a preference for “working” families, where the head, spouse, co-head, or sole member is employed.

b. As required by HUD, families where the head and spouse, or sole member is a person age 62 or older, or is a person with disabilities, will also be given the benefit of the working preference [24 CFR 960.206(b)(2)].

c. Addition of a preference for families requiring units pursuant to the Uniforms Federal Accessibility Standards (UFAS)

As such, the proposed new system will reflect the following preferences:

d. General Public Housing List: Andrew Adkins/Samuel Madden/Ramsey Homes, Scattered Site I, II, III

   1) UFAS
   2) Working
      a. Live and work in the City of Alexandria
      b. Live and/or work in the City of Alexandria
      c. Working outside the City of Alexandria
e. Ladrey/Park Place

1) UFAS
2) Working
   a. Live and work in the City of Alexandria
   b. Live and/or work in the City of Alexandria
   c. Working outside the City of Alexandria

Site Based Lists:
Braddock/Whiting/Reynolds, Alexandria Crossing/Old Dominion, Chatham Square, Old Town Commons I, II, IV
1) UFAS
2) Working
   a. Live and work in the City of Alexandria
   b. Live and/or work in the City of Alexandria
   c. Working outside the City of Alexandria

**Income Targeting Requirement [24 CFR 960.202(b)]**

HUD requires that extremely low-income (ELI) families make up at least forty percent (40%) of the families admitted to public housing during the PHA’s fiscal year. ELI families are those with annual incomes at or below thirty (30%) of the area median income. To ensure this requirement is met, the PHA may skip non-ELI families on the waiting list in order to select an ELI family.

If a PHA also operates a housing choice voucher (PHA) program, admissions of extremely low-income families to the PHA’s PHA program during a PHA fiscal year that exceed the seventy five (75%) minimum target requirement for the voucher program, shall be credited against the PHA’s basic targeting requirement in the public housing program for the same fiscal year. However, under these circumstances the fiscal year credit to the public housing program must not exceed the lower of:

1) Ten percent (10%) of public housing waiting list admissions during the PHA fiscal year;
2) Ten percent (10%) of waiting list admissions to the PHA’s housing choice voucher program during the PHA fiscal year; or
3) The number of qualifying low-income families who commence occupancy during the fiscal year of PHA public housing units located in census tracts with a poverty rate of thirty percent (30%) or more.
4) For this purpose, qualifying low-income family means a low-income family other than an extremely low-income family.
**ARHA Policy**

a. The ARHA will monitor progress in meeting the ELI requirement throughout the fiscal year.

b. ELI families will be selected ahead of other eligible families on an as-needed basis to ensure that the income targeting requirement is met.

**Mixed Population Developments [24 CFR 960.407]**

A mixed population development is a public housing development or portion of a development that was reserved for elderly families and disabled families at its inception (and has retained that character) or the PHA at some point after its inception obtained HUD approval to give preference in tenant selection for all units in the development (or portion of a development) to elderly and disabled families [24 CFR 960.102].

Elderly family means a family whose head, spouse, cohead, or sole member is a person who is at least 62 years of age. Disabled family means a family whose head, spouse, cohead, or sole member is a person with disabilities [24 CFR 5.403]. The PHA must give elderly and disabled families equal preference in selecting these families for admission to mixed population developments.

The PHA may not establish a limit on the number of elderly or disabled families that may occupy a mixed population development. In selecting elderly and disabled families to fill these units, the PHA must first offer the units that have accessibility features for families that include a person with a disability and require the accessibility features of such units.

The PHA may not discriminate against elderly or disabled families that include children (Fair Housing Amendments Act of 1988).

**Units Designated for Elderly or Disabled Families [24 CFR 945]**

The PHA may designate projects or portions of a public housing project specifically for elderly or disabled families. The PHA must have a HUD-approved allocation plan before the designation may take place.

Among the designated developments, the PHA must also apply any preferences that it has established. If there are not enough elderly families to occupy the units in a designated elderly development, the PHA may allow near-elderly families to occupy the units [24 CFR 945.303(c)(1)].

Near-elderly family means a family whose head, spouse, or cohead is at least 50 years old, but is less than 62 [24 CFR 5.403].

If there are an insufficient number of elderly families and near-elderly families for the units in a development designated for elderly families, the PHA must make available to all other families any unit that is ready for re-rental and has been vacant for more than sixty (60) consecutive days [24 CFR 945.303(c)(2)].

The decision of any disabled family or elderly family not to occupy or accept occupancy in designated housing shall not have an adverse affect on their admission or continued occupancy in public housing or their position on or placement on the waiting list.
However, this protection does not apply to any family who refuses to occupy or accept occupancy in designated housing because of the race, color, religion, sex, disability, familial status, or national origin of the occupants of the designated housing or the surrounding area [24 CFR 945.303(d)(1) and (2)].

This protection does apply to an elderly family or disabled family that declines to accept occupancy, respectively, in a designated project for elderly families or for disabled families, and requests occupancy in a general occupancy project or in a mixed population project [24 CFR 945.303(d)(3)].

**ARHA Policy**

The ARHA has designated elderly or designated disabled housing at this time.

**Deconcentration of Poverty and Income-Mixing [24 CFR 903.1 and 903.2]**

The PHA's admission policy must be designed to provide for deconcentration of poverty and income-mixing by bringing higher income tenants into lower income projects and lower income tenants into higher income projects. A statement of the PHA’s deconcentration policies must be included in its annual plan [24 CFR 903.7(b)].

The PHA’s deconcentration policy must comply with its obligation to meet the income targeting requirement [24 CFR 903.2(c)(5)].

Developments subject to the deconcentration requirement are referred to as ‘covered developments’ and include general occupancy (family) public housing developments. The following developments are not subject to deconcentration and income mixing requirements: developments operated by a PHA with fewer than 100 public housing units; mixed population or developments designated specifically for elderly or disabled families; developments operated by a PHA with only one general occupancy development; developments approved for demolition or for conversion to tenant-based public housing; and developments approved for a mixed-finance plan using HOPE VI or public housing funds [24 CFR 903.2(b)].

**Steps for Implementation [24 CFR 903.2(c)(1)]**

To implement the statutory requirement to deconcentrate poverty and provide for income mixing in covered developments, the PHA must comply with the following steps:

**Step 1.** The PHA must determine the average income of all families residing in all the PHA's covered developments. The PHA may use the median income, instead of average income, provided that the PHA includes a written explanation in its annual plan justifying the use of median income.

**ARHA Policy**

The PHA will determine the average income of all families in all covered developments on an annual basis.

**Step 2.** The PHA must determine the average income (or median income, if median income was used in Step 1) of all families residing in each covered development. In determining average
income for each development, the PHA has the option of adjusting its income analysis for unit size in accordance with procedures prescribed by HUD.

**ARHA Policy**

The PHA will determine the average income of all families residing in each covered development (not adjusting for unit size) on an annual basis.

**Step 3.** The PHA must then determine whether each of its covered developments falls above, within, or below the established income range (EIR), which is from 85% to 115% of the average family income determined in Step 1. However, the upper limit must never be less than the income at which a family would be defined as an extremely low income family (30% of median income).

**Step 4.** The PHA with covered developments having average incomes outside the EIR must then determine whether or not these developments are consistent with its local goals and annual plan.

**Step 5.** Where the income profile for a covered development is not explained or justified in the annual plan submission, the PHA must include in its admission policy its specific policy to provide for deconcentration of poverty and income mixing.

Depending on local circumstances the PHA’s deconcentration policy may include, but is not limited to the following:

- Providing incentives to encourage families to accept units in developments where their income level is needed, including rent incentives, affirmative marketing plans, or added amenities
- Targeting investment and capital improvements toward developments with an average income below the EIR to encourage families with incomes above the EIR to accept units in those developments
- Establishing a preference for admission of working families in developments below the EIR
- Skipping a family on the waiting list to reach another family in an effort to further the goals of deconcentration
- Providing other strategies permitted by statute and determined by the PHA in consultation with the residents and the community through the annual plan process to be responsive to local needs and PHA strategic objectives

A family has the sole discretion whether to accept an offer of a unit made under the PHA's deconcentration policy. The PHA must not take any adverse action toward any eligible family for choosing not to accept an offer of a unit under the PHA's deconcentration policy [24 CFR 903.2(c)(4)].

If, at annual review, the average incomes at all general occupancy developments are within the EIR, the PHA will be considered to be in compliance with the deconcentration requirement and no further action is required.

**ARHA Policy**

For developments outside the EIR the ARHA will take the following actions to provide for deconcentration of poverty and income mixing:
o Providing incentives to encourage families to accept units in developments where their income level is needed, including rent incentives, affirmative marketing plans, or added amenities

o Targeting investment and capital improvements toward developments with an average income below the EIR to encourage families with incomes above the EIR to accept units in those developments

o Establishing a preference for admission of working families in developments below the EIR

o Providing other strategies permitted by statute and determined by the PHA in consultation with the residents and the community through the annual plan process to be responsive to local needs and PHA strategic objectives

Order of Selection [24 CFR 960.206(e)]

The PHA system of preferences may select families either according to the date and time of application for the selection process.

**ARHA Policy**

a. Families will be selected from the waiting list based on preference. Among applicants with the same preference, families will be selected on a first-come, first-served basis according to the date and time their complete application is received by the Authority.

b. When selecting applicants from the waiting list the Authority will match the characteristics of the available unit (unit size, accessibility features, unit type) to the applicants on the waiting lists. The Authority will offer the unit to the highest ranking applicant who qualifies for that unit size or type, or that requires the accessibility features.

c. By matching unit and family characteristics, it is possible that families who are lower on the waiting list may receive an offer of housing ahead of families with an earlier date and time of application or higher preference status.

d. Factors such as deconcentration or income mixing and income targeting will also be considered in accordance with HUD requirements and ARHA Policy.

**4-III.C. NOTIFICATION OF SELECTION**

When the family has been selected from the waiting list, the PHA must notify the family.

**ARHA Policy**

a. The ARHA will notify the family by first class mail when it is selected from the waiting list.

b. The notice will inform the family of the following:
i. Date, time, and location of the scheduled application interview, including any procedures for rescheduling the interview

ii. Who is required to attend the interview

iii. Documents that must be provided at the interview to document the legal identity of household members, including information about what constitutes acceptable documentation

iv. Documents that must be provided at the interview to document eligibility for a preference, if applicable

v. Other documents and information that should be brought to the interview
c. If a notification letter is returned to the ARHA with no forwarding address, the family will be removed from the waiting list without further notice. Such failure to act on the part of the applicant prevents the PHA from making an eligibility determination; therefore no informal hearing will be offered.

4-III.D. THE APPLICATION INTERVIEW

The ARHA conducts group application sessions to accommodate large groups of applicants. These group sessions do not involve the disclosure publicly of private information by the applicant family. The sessions are designed to fill out the application and the requisite forms that go with it as well as to collect documents that need to be copied and/or scanned. However, if the ARHA deems it necessary and/or the applicant family requests a private application interview will be conducted.

Being invited to attend an interview does not constitute admission to the program.

Reasonable accommodation must be made for persons with disabilities who are unable to attend an interview due to their disability [24 CFR 8.4(a) and 24 CFR 100.204(a)].

**ARHA Policy**

a. Families selected from the waiting list are required to participate in an eligibility interview.

b. The head of household and the spouse/cohead will be strongly encouraged to attend the interview together. However, either the head of household or the spouse/cohead may attend the interview on behalf of the family. Verification of information pertaining to adult members of the household not present at the interview will not begin until signed release forms are returned to the ARHA.

c. The interview will be conducted only if the head of household or spouse/cohead provides appropriate documentation of legal identity (Chapter 7 provides a discussion of proper documentation of legal identity). If the family representative does not provide the required documentation, the appointment may be rescheduled when the proper documents have been obtained.
d. If the family is claiming a waiting list preference, the family must provide documentation to verify their eligibility for a preference (see Chapter 7). If the family is verified as eligible for the preference, the Authority will proceed with the interview. If the Authority determines the family is not eligible for the preference, the interview will not proceed and the family will be placed back on the waiting list according to the date and time of their application.

e. The family must provide the information necessary to establish the family’s eligibility, including suitability, and to determine the appropriate amount of rent the family will pay. The family must also complete required forms, provide required signatures, and submit required documentation. If any materials are missing, the Authority will provide the family with a written list of items that must be submitted.

f. Any required documents or information that the family is unable to provide at the interview must be provided within 5 business days of the interview (Chapter 7 provides details about longer submission deadlines for particular items, including documentation of Social Security numbers and eligible noncitizen status). If the family is unable to obtain the information or materials within the required time frame, the family may request an extension. If the required documents and information are not provided within the required time frame (plus any extensions), the family will be sent a notice of denial (see Chapter 3).

g. An advocate, interpreter, or other assistant may assist the family with the application and the interview process.

h. Interviews will be conducted in English. For limited English proficient (LEP) applicants, the PHA will provide translation services in accordance with the PHA’s LEP plan.

i. If the family is unable to attend the first scheduled interview, a second interview appointment is available and this date is noted in the initial notification letter. Applicants who fail to attend two scheduled interviews without PHA approval will have their applications made inactive based on the family’s failure to supply information needed to determine eligibility. Such failure to act on the part of the applicant prevents the PHA from making an eligibility determination; therefore the PHA will not offer an informal hearing.

4-I.I.E. FINAL ELIGIBILITY DETERMINATION [24 CFR 960.208]

The PHA must verify all information provided by the family (see Chapter 7). Based on verified information related to the eligibility requirements, including PHA suitability standards, the PHA must make a final determination of eligibility (see Chapter 3).

When a determination is made that a family is eligible and satisfies all requirements for admission, including tenant selection criteria, the applicant must be notified of the approximate date of occupancy insofar as that date can be reasonably determined [24 CFR 960.208(b)].

ARHA Policy
a. The Authority will notify a family in writing of their eligibility within ten (10) business days of the determination and will provide the approximate date of occupancy insofar as that date can be reasonably determined.

The PHA must promptly notify any family determined to be ineligible for admission of the basis for such determination, and must provide the applicant upon request, within a reasonable time after the determination is made, with an opportunity for an informal hearing on such determination [24 CFR 960.208(a)].

ARHA Policy

a. If the Authority determines that the family is ineligible, the Authority will send written notification of the ineligibility determination within ten (10) business days of the determination.

b. The notice will specify the reasons for ineligibility, and will inform the family of its right to request an informal hearing (see Chapter 14).

If the PHA uses a criminal record or sex offender registration information obtained under 24 CFR 5, Subpart J, as the basis of a denial, a copy of the record must precede the notice to deny, with an opportunity for the applicant to dispute the accuracy and relevance of the information before the PHA can move to deny the application.

See Section 3-III.G for the PHA’s policy regarding such circumstances.
Introduction
The Project Based Rental Assistance Program (PBRAP) is a pilot program created to provide rental assistance to households qualified through a coordinated process among the City of Alexandria’s Department of Community and Human Services (DCHS), the Office of Housing (Housing) and participating non-profit housing developers in the City.

Qualified households will pay at least 30% of their income for rent and the City will provide a monthly rental-assistance payment to subsidize tenant payments up to the approved rent level. By creating deep affordability, the assistance is intended to serve those at the lowest income levels who face substantial housing barriers. In addition, as appropriate to help those assisted attain their potential maximum level of independence and self-sufficiency, a range of case management services and other support services and other support will be coordinated through DCHS.

The PBRAP is a pilot program. Its term is planned to be five years from the date of initial assistance. Extensions of City rental assistance beyond the five-year terms are subject to the availability of funding. Nonprofit developers will be advised at the start of the fifth year of the program.

Purpose and Use
These Program Guidelines have been developed to facilitate the efficient and effective operation of the Project Based Rental Assistance Program (PBRAP). The PBRAP is administered by Housing with funding provided through the City’s Housing Opportunities Fund.

Definitions
Case management services – is a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services to meet an individual's and family's comprehensive health needs through communication and available resources to promote quality, cost-effective outcomes.

Uniform Physical Conditions Standards - The Uniform Physical Condition Standards (UPCS) protocols are the defect definitions used during HUD REAC (Real Estate Assessment Center) PASS (Physical Assessment Sub-System) inspections. This protocol is the standard for inspections conducted by HUD, USDA and IRS Tax Credit housing throughout the country.

Housing Cost -Burdened - Percentage of household income spent for mortgage costs or gross rent. According to HUD programs, households spending more than 30 percent of income for these housing costs are considered to be "cost-burdened."
Objective
The objective of the Project Based Rental Assistance Program is to assist participants to live in decent, safe and sanitary housing in properties owned by selected non-profit housing providers. Participants must meet all other criteria set by property owner or its agent for tenancy however, the minimum monthly income required to participants shall not be more than twice the monthly rent.

Program Design
Participation in the PBRAP is limited to households at or below 60% of the Area Median Income (AMI).

Administration
The PBRAP will be administered by Housing, and Housing will perform the initial income certification of participants. Annual certifications will be performed by the non-profit property owner with oversight and monitoring by Housing.

DCHS will maintain a waitlist of applicant-households eligible for the Program. Households will be recertified for income eligibility at the time of referral.

Units
Units will be selected by agreement between the City and the selected non-profit property owner and will be memorialized in a Memorandum of Understanding between them. Units will meet HUD Uniform Physical Conditions Standards (UPCS) or equivalent and the local housing code. City staff will conduct annual inspections to ensure compliance with UCPS and local codes. When deficiencies are cited, the property owner will make all necessary corrections to bring the unit into compliance with UCPS, or the City may withhold subsidy payment for the unit until it is compliant.

Eligible Households
PBRAP is limited to income eligible residents of properties selected by Housing OR income eligible participants of programs administered by DCHS.

Income Criteria – Applicant’s incomes cannot exceed 60% of the Area Median Income.

Subsidies
The monthly subsidy provided through PBRAP will be the difference between 30% of the household’s adjusted monthly income and the applicable maximum rent for the Low-Income Housing Tax Credit Program. A utility allowance will be applied to the maximum rent to offset tenant paid utilities.

Each assisted household will pay 30% of its monthly gross income toward rent and utility costs. Each participating household shall demonstrate a minimum rent assistance need of at least $50 per month to be considered.
Re-certification
The income of tenants receiving PBRAP will be recertified annually by the property owner. The City will train property management staff to conduct re-certifications and will periodically monitor for compliance. The City may request reports from the property owner for tenants participating in the PBRAP. If/when re-certifications indicate that the household income has increased to a point where the subsidy amount required is less than $50 per month, the household will be notified that it is no longer eligible for assistance. A thirty-day notice of termination will be standard.

Eligibility Requirements
Assistance will be limited to participants in DCHS programs OR existing residents of properties selected by the Office of Housing for the pilot program. To qualify for assistance a household must also meet the following requirements:

1. Must be a participant in a program administered by DCHS OR a current resident of a property selected for participation by the Office of Housing and who is not currently receiving any other rental assistance from the City.

2. Be income eligible at the time of acceptance of assistance. Participants must be 60% or below Area Median Income (AMI). Housing retains discretion to serve those with the greatest housing need on a priority basis.

3. A current resident of a property selected for initial participation by Housing must be housing cost- burdened and:
   a. have at least one member working a minimum of 30 hours per week and at least one child under the age of 18;
   b. or a member of the household must be 62 years or older;
   c. or be permanently disabled.
   d. or be currently or formerly homeless.

Verification
For DCHS referrals, written certification of eligibility from the DCHS staff will be required. Residents in properties selected by Housing will be chosen by agreement between Housing and the non-profit property owner.

Rents
The City’s PBRAP will use the maximum rent published by the Virginia Housing Development Authority (VHDA) for the Low- Income Housing Tax Credit (LIHTC) program. Unless otherwise agreed upon, the rent limit for 60% AMI will be used.

Utility Cost
Property owners may use the VHDA approved utility allowance, the ARHA utility allowance, or
an individual utility allowance approved by the Office of Housing. The utility allowance will be applied to establish tenant rents.

**Household and Income verification**
The household and income verification performed by the property will be sent to the Office of Housing and the Office of Housing will determine the household’s portion of the rent.

**Program Briefing**
Upon establishing eligibility for rental assistance, a staff member will brief program recipients of their rights and responsibilities. The briefing will be conducted individually or in group sessions in order to ensure participant’s program understanding. The briefing will include:

1. Responsibilities of City staff.
2. Responsibilities of the tenant (must remain a tenant in good standing).
3. Responsibilities of the landlord.
4. Duration of assistance.
5. Termination of assistance.
6. Maximum rents, UPCS, lead-based paint hazards and fair housing issues.
7. Formal and informal reviews and hearings.
8. Occupancy standards.
9. Total tenant payment and rent calculations.

Recipients will be advised that the program is a pilot only, and that the assistance provided has a term of up to five years only, pending additional funding be available. Recipients will be advised that the pilot program is project-based: they will not be able to transfer their rental assistance to another property if/when the vacate the property. Determinations to transfer the rental assistance to another unit type/size within the property will be made by Housing on a case-by-case basis.

**On-Going Program Responsibilities**
On-going Program responsibilities are:

1. Monitor eligibility of participating households.
2. Monitor UPCS standards. A random selection of units will be inspected at least once a year.
3. Owners will receive prompt and accurate payments.
4. Tenants will be re-certified annually by the property owner. Notices to re-certify tenants will be sent ninety days in advance. The City will provide training to the owner and will perform periodic monitoring of tenant files. The property owner will provide the City with requested reports and information regarding assisted households. The program may be terminated if the property owner or its agent does not comply with all program requirements as established in these Policies and Procedures.
**Vacancy**
As households of subsidized units vacate units (for any reason) or provide notice of their intention to vacate a unit, the complex shall provide the City with notice (Vacancy Notice) by email of such vacancy by the earlier of: five (5) business days of learning that the unit will be vacated. Within 5 business days of receipt of such notice, the City shall notify the complex of 3 prioritized potential households on the waitlist eligible for the available unit.

**Lease Enforcement and Termination of A Tenancy**
The City is not a party to the tenant/landlord lease and will not be obligated to enforce or intervene in a tenant/landlord dispute. The City is not a party to the eviction process. If the household is legally evicted for cause, the City will terminate assistance to the participant.

**Termination of Assistance**
Assistance on behalf of the tenant may be terminated if:

1. The participant no longer qualifies, based on income eligibility, for assistance at annual re-certification.
2. The City determines that the PBRAP has been obtained fraudulently.
3. The household has been evicted for cause.

**Program Waitlist**
The City (DCHS or Office of Housing) will use a prequalification application to establish a waitlist for the PBRAP. The City will prioritize the wait list based on the established eligibility requirements discussed above and will update the waitlist every year. The City may prioritize the order of the waitlist based on its determination of housing need. To preserve their position on the waitlist, participants will be required to update their income information and household composition every year. Applicants will be responsible for providing the City with updated contact info if/when they relocate at any time while they are on the waitlist. If the City is not able to reach an applicant using the contact information provided, the applicant may be removed from the waitlist after three attempts by telephone and/or mail.

Office of Housing  
421 King Street Suite 215  
Alexandria VA 22314  
703-746-4990
ALLIANCE COORDINATED ASSESSMENT TOOL SET

A trained assessment specialist should ask the questions below. *Instructions for the person administering the tool are in italics.* Decisions will have to be made about the degree to which information on the form should be verified by third parties or other data sources.

I. **PRE-SCREENING QUESTIONS**

1. Are you homeless or do you believe you will become homeless within the next 72 hours?  
☐ Yes  ☐ No

*Consult HUD definition: People who are living in a place not meant for human habitation, in emergency shelter (including domestic violence shelter), in transitional housing, or are exiting an institution where they temporarily resided for up to 90 days and were in shelter or a place not meant for human habitation immediately prior to entering that institution. If no to these questions, ask*

Are you currently residing in, or trying to leave, an intimate partner who threatens you or makes you fearful?  
☐ Yes  ☐ No

*If NO to both questions, refer to other prevention-oriented resources and cease administering assessment. If YES to either question, continue with tool. Explain the assessment process – what types of questions you will ask, how long you expect it will take, what the assessment hopes to accomplish (connecting them with resources to help them with their housing crisis). Explain that the tool also helps determine who is most in need of different services.*

2. Do you live in [insert the name of your community] right now?  
☐ Yes  ☐ No

*If NO, attempt to refer to 2-1-1 or any known resources in their community before continuing. If YES, continue with assessment.*

**Zip Code of Last Permanent Address: __________**

*Should be entered into HMIS.*
3. Do you want services that are specifically geared to domestic violence survivors OR do you need a confidential location to stay?

☐ Yes    ☐ No

If YES, follow protocols addressed to people seeking domestic violence services throughout this tool. These protocols include questions to help staff members identify individuals who are in danger, but may not immediately self-identify as domestic violence survivors. No information about the consumer should be recorded in HMIS. If NO, do not follow DV-specific guidelines. At this point, introduce data confidentiality forms; explain what the documents say and the utility of having information shared through this system. Let consumer sign – if they do, continue data entry into HMIS if possible; if they do not sign, continue filling out paper form (if this is okay with them).
II. IDENTIFYING QUESTIONS AND HMIS DATA ELEMENTS

Client Identifier (in HMIS):

Date of Birth: __/___/_____
☐ Don’t Know
☐ Refused
Enter in format MM/DD/YYYY.

Social Security Number: ____-__-_____
☐ Don’t Know
☐ Refused

Gender: ☐ Female
☐ Male
☐ Transgendered Male to Female
☐ Transgendered Female to Male
☐ Other
☐ Don’t Know
☐ Refused
Assessment worker should specifically ask person how they would define their gender. If transgendered, keep this in mind for program referrals.

Race:
☐ American Indian or Alaskan Native
☐ Asian
☐ Black or African American
☐ Native Hawaiian or Other Pacific Islander
☐ White
☐ Don’t Know
☐ Refused

Ethnicity:
☐ Non-Hispanic/Non-Latino
☐ Hispanic/Latino
☐ Don’t Know
☐ Refused

Housing Status (May be able to use previous answers to answer this question).
☐ Homelessness
☐ At imminent risk of losing their housing
☐ Homeless only under other Federal statutes
☐ Fleeing domestic violence
☐ At-risk of homelessness – prevention programs only
☐ Stably housed
☐ Don’t Know
☐ Refused

Head of Household
Were you ever on active duty in the Armed Forces in the United States?

☐ Yes  ☐ No  ☐ Don’t Know  ☐ Refused

Do you have military ID?

☐ Military Card ID  ☐ DD-214

If yes:
Year entered military service: ___/___/____
Year separated from military service: ___/___/____
Served in a theater of operations?:  ☐ Yes  ☐ No  ☐ Don’t Know  ☐ Refused

Name of theater of operations:

☐ World War II  ☐ Korean War  ☐ Vietnam War
☐ Persian Gulf Way (Operation Desert Storm)  ☐ Afghanistan (Operation Enduring Freedom)
☐ Iraq (Operation Iraqi Freedom)  ☐ Iraq (Operation New Dawn)
☐ Other peace-keeping operations or military interventions (such as Lebanon, Panama, Somalia, Bosnia, Kosovo)
☐ Don’t Know  ☐ Refused

Branch of the Military

☐ Army  ☐ Air Force  ☐ Navy
☐ Marines  ☐ Coast Guard  ☐ Other
☐ Don’t know  ☐ Refused

Discharge Status

☐ Honorable
☐ General under honorable conditions
☐ Under other than honorable conditions (OTH)
☐ Bad conduct
☐ Dishonorable
☐ Uncharacterized
☐ Don’t know
☐ Refused

Have you ever received healthcare from a VA Medical Center? If so, where?

______________

Have you applied or have a pending application for VA benefits or compensation?

______________

Youth only: Last grade completed
☐ Less than Grade 5
☐ Grades 5-6
☐ Grades 7-8
☐ Grades 9-12
☐ GED
☐ Some college
☐ Don’t know
☐ Refused

Youth Only: School Status
☐ Attending school regularly
☐ Attending school irregularly
☐ Graduated from high school
☐ Obtained GED
☐ Dropped out
☐ Suspended
☐ Expelled
☐ Don’t Know
☐ Refused

Formerly a ward of juvenile justice system?:
☐ No
☐ Yes
☐ Don’t know
☐ Refused

**If yes:**

**Number of years**
- ☐ Less than one year
- ☐ 1 to 3 years
- ☐ 3 to 5 years
- ☐ More than 5 years

(If number of years is Less than one year)

Number of months (a number between 1 and 11) ______

**General Health**
- ☐ Excellent
- ☐ Very good
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Don’t Know
- ☐ Refused

**Are you pregnant?**
- ☐ No
- ☐ Yes
- ☐ Don’t know
- ☐ Refused

If yes, due date: __/__/______

**Do you receive any of the following benefits?**
- ☐ Supplemental Nutrition Assistance Program (SNAP)
- ☐ Special Supplemental Nutrition Program for Women, Infants, and Children
- ☐ TANF Child Care Services
- ☐ TANF Transportation Services
- ☐ Other TANF-funded Services
- ☐ Section 8, public housing, or other ongoing rental assistance
- ☐ Other source
- ☐ Temporary rental assistance

**Do you have health insurance?**
- ☐ Yes
- ☐ No
- ☐ Don’t Know
- ☐ Refused
If yes, what kind?

- Medicaid
- Medicare
- State Children’s Health Insurance Program
- Veterans Administration Medical Services
- Employer Provided Health Insurance
- Health Insurance Through Cobra
- Private Pay Health Insurance
- Ryan White Medical Assistance
- AIDS Drug Assistance Program

Are you employed?

- Yes
- No
- Don’t Know
- Refused

If yes, what is your employment status?

- Full-time
- Part-time
- Part-time, looking for full-time
- Seasonal/sporadic (including day labor)
- Not employed, looking for work
- Not employed, in school
- Not employed, unable to work
- Not employed, not looking for work
- Don’t know
- Refused

If you have experienced domestic violence, when did the experience occur?

- Within the past three months
- Three to six months ago
- From six to one year ago
- More than a year ago
- Don’t know
- Refused
III. PREVENTION/DIVERSION QUESTIONS

This part may be skipped if it has already been established the household is living somewhere unfit for human habitation, on the street, or exiting an institution.

1. **Where did you sleep last night?** If somewhere they could potentially stay again, diversion eligible.

2. **(If named a location above) Was it a safe location?** If YES, diversion eligible. If NO, ask “What made the location unsafe?” “Is there another place you can think of where you feel you’d be safe and could stay for a couple of nights?” If YES, diversion eligible. If unsafe due to domestic violence, refer to nonresidential domestic violence services in addition to diversion resources. If NO, continue with questions, but likely diversion ineligible.

3. **Why did you have to leave the place you stayed last night? Could you stay tonight at the same location?** Use information from these questions as well as any other accompanying questions you may need to ask to determine a plan for helping rehouse household.

4. **What would you need to help you stay where you stayed last night again?** Determine if these resources are accessible to determine if they are diversion eligible.

5. **Would it help if I contacted the person you stayed with? What is the best way to contact that person?** Contact person if necessary.

If diversion eligible, talk through diversion questions further and attempt to divert household. Hand off to shelter case manager or designated diversion staff member if demand for assessments is currently very high. If successfully diverted, the assessment worker should make a note of this in HMIS and end the assessment process. If not diversion eligible, continue with assessment process.

**SHELTER REFERRALS:**
Using information about the consumer, make referrals according to the following: [Fill in the referral instructions for each population]

Single Adult Men:
Single Women
Families:
People Seeking Domestic Violence Services or in Imminent Danger:
Youth Under the Age of 18:

**NOTE SHELTER REFERRAL HERE:**

Then continue with Housing Prioritization Tool.
## IV. HOUSING PRIORITIZATION TOOL

For each answer, circle the color code or write the number in the score line.

<table>
<thead>
<tr>
<th>Question(s)</th>
<th>Color Code</th>
<th>Numerical Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is this the first time you’ve been homeless in the past five years?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>____Yes - Go to question 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>____No - Go to question 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explain definition of homelessness again – use definition from Part I, Question 1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Have you been homeless for more than 90 days?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>____Yes - Go to question 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>____No – Circle “Green” &amp; skip to question 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. When you were homeless before, did you ever receive temporary assistance to help you move back into housing such as temporary rental assistance, deposits, help with moving costs, etc.?</td>
<td>RED</td>
<td></td>
</tr>
<tr>
<td>This question is intended to identify if the individual or family has received rapid re-housing assistance in the past. This question may also be asked by asking if the person has been served by a rapid re-housing program and then naming the rapid re-housing programs in the county. If YES, ask if they received that kind of assistance once, or if it happened more than once. Check HMIS for a record of the person also and ask “Is it okay if I check our system to see if you’ve been served before?”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>____Yes, more than once – Circle color code “Red” &amp; skip to question 13.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>____Yes, once – Circle color code “Orange” and go to question 4.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>____No – Circle color code “Yellow” and go to question 4.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. How many dependents do you have with you in your care?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If you already know the answer, don’t ask again.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>____0-3 – Go to question 5.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>____4 or more – Assign a numerical score of “1” and go to question 5.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Are you under 25 years of age with at least one child under the age of 5?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If you already know the answer, don’t ask again.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>____Yes – Assign a numerical score of “1” and go to question 6.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>____No – Go to question 6.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question(s)</td>
<td>Color Code</td>
<td>Numerical Score</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>6. Have you ever been in jail, arrested, or accused of a crime or criminal activity (even if it wasn’t true)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If necessary, explain that the presence of a criminal history will not reduce the person’s likelihood of receiving assistance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ Yes - Go to question 7.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ No - Go to question 8.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Does your criminal history include:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ Offenses that make it exceedingly difficult to find housing: Arson, Placement on Sex Offender Registry, Production of Crystal Meth - Assign a numerical score of “3” and go to question 8.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ Drug offenses or crimes against persons or property? - Assign a numerical score of “2” and go to question 8.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ Just a few minor offenses such as moving violations, a DUI, or a misdemeanor? - Assign a numerical score of “1” and go to question 8.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Do you have any evictions? Have you been asked to leave your rental apartment or did the landlord use legal papers to ask you to leave?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explain that the presence of eviction(s) will not reduce the person’s likelihood of receiving assistance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ Yes - Go to question 9.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ No - Skip to question 10.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. How many evictions do you have?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ One or two? - Assign a numerical score of “1” and go to question 10.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ Three or more? - Assign a numerical score of “2” and go to question 10.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Do you have friends or family members who you can stay with for a short period of time, or who can lend you money?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ Yes – Assign a numerical score of “-1” and go to question 11.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ No – Go to question 11.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Do you have any income from any source right now? Ask targeted questions – refer to earlier answers during Part II well.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ Earned income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ Unemployment insurance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ Supplemental Security Income (SSI)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ Social Security Disability Income (SSDI)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ VA-Service Connected Disability Compensation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ VA non-service-connected disability pension</td>
<td></td>
<td></td>
</tr>
<tr>
<td>_____ Private disability insurance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Question(s)

<table>
<thead>
<tr>
<th>Question(s)</th>
<th>Color Code</th>
<th>Numerical Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>__ Worker’s compensation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>__ Temporary Assistance for Needy Families (TANF)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>__ General Assistance (GA)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>__ Retirement Income from Social Security</td>
<td></td>
<td></td>
</tr>
<tr>
<td>__ Veteran’s pension</td>
<td></td>
<td></td>
</tr>
<tr>
<td>__ Pension from a former job</td>
<td></td>
<td></td>
</tr>
<tr>
<td>__ Child support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>__ Alimony or other spousal support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>__ Other source</td>
<td></td>
<td></td>
</tr>
<tr>
<td>___ Yes – Go to question 12.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>___ No – Assign a numerical score of “2” and skip to question 13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>___ Don’t know or refused Skip to question 13.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 12. What is your monthly income right now?
*Do not ask out loud - refer to matrix of local area median income (AMI) thresholds.*

___ Above 30% AMI – Go to question 13.
___ Between 16% and 30% AMI – Assign a numerical score of “1” and go to question 13.
___ Less than 15% AMI – Assign a numerical score of “2” and go to question 13.

### 13. Does your credit history include a judgment for debt to a landlord?

___ Yes – Assign a numerical score of “1” and go to question 14.
___ No – Go to question 14.

### 14. TOTAL – Enter Circled Color Code (from Questions 2-3) and total ALL numerical scores (from Questions 3-13) and go to Part V.

---

**FY 2014 HUD Income Limits Summary**

[Insert your community’s income limits]

<table>
<thead>
<tr>
<th>Income Limit Category</th>
<th>1 Person</th>
<th>2 Person</th>
<th>3 Person</th>
<th>4 Person</th>
<th>5 Person</th>
<th>6 Person</th>
<th>7 Person</th>
<th>8 Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>30% AMI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15% AMI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
V. HOUSING PRIORITIZATION TOOL SCORING

Using the numerical scores and color designation tabulated in question 14 above and find the priority level for each intervention with the charts below. If the box says “None” there is no priority level for this intervention.

### Rapid Re-Housing Priority Level

<table>
<thead>
<tr>
<th>Color Code</th>
<th>Numerical Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 or less</td>
</tr>
<tr>
<td>Green</td>
<td>G</td>
</tr>
<tr>
<td>Yellow</td>
<td>E</td>
</tr>
<tr>
<td>Orange</td>
<td>A</td>
</tr>
<tr>
<td>Red</td>
<td>None</td>
</tr>
</tbody>
</table>

Rapid Re-Housing Priority Level: [ ]

### Transitional Housing Priority Level

<table>
<thead>
<tr>
<th>Color Code</th>
<th>Numerical Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 or less</td>
</tr>
<tr>
<td>Green</td>
<td>H</td>
</tr>
<tr>
<td>Yellow</td>
<td>F</td>
</tr>
<tr>
<td>Orange</td>
<td>B</td>
</tr>
<tr>
<td>Red</td>
<td>A</td>
</tr>
</tbody>
</table>

Transitional Housing Priority Level: [ ]

### Permanent Supportive Housing Priority Level

<table>
<thead>
<tr>
<th>Color Code</th>
<th>Numerical Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 or less</td>
</tr>
<tr>
<td>Green</td>
<td>None</td>
</tr>
<tr>
<td>Yellow</td>
<td>None</td>
</tr>
<tr>
<td>Orange</td>
<td>None</td>
</tr>
<tr>
<td>Red</td>
<td>A</td>
</tr>
</tbody>
</table>

**Note:** When an individual’s score results in a Permanent Supportive Housing Priority Level recommendation, a person’s disability status will be determined and a vulnerability assessment will be completed.

Permanent Supportive Housing Priority Level: [ ]
VI. POPULATION SPECIFIC QUESTIONS

[These questions and instructions will likely have to be tailored to reflect the available services in your community]

1. Are you interested in a program that provides substance abuse services or addiction treatment services? □ Yes □ No

If YES: Are you looking for a group setting where others around you will be sober and the program encourages complete sobriety? □ Yes □ No

If YES, consumer is automatic priority for transitional housing – substance abuse. Discuss this option and what it offers versus any other consumer might be prioritized for according to the tool.

2. Are you seeking services related to HIV/AIDS?
□ Yes □ No

Take note in order to make appropriate referral.

3. Are you seeking programs that are targeted specifically to people under the age of 24?
□ Yes □ No

Take note in order to make appropriate referral.
VII. CHOOSING A REFERRAL

Check daily priority list posting to see if consumer’s score prioritizes them for any intervention. **If they are eligible to be on a list for an intervention, then read the following script:**

“We have a few different housing options available. According to what we’ve talked about today, it seems like you are a high priority client for (name interventions). The waiting time for this/these intervention(s) is ______. (Describe interventions in a little more detail, including general services offered, length of program, goal of program). You will get picked on the list on a first-come, first-serve basis, unless you are waiting for certain substance abuse services or permanent supportive housing, in which case the most vulnerable clients will be chosen first.” (If eligible for more than one intervention: “You can be on the list for only one intervention at a time. I believe this intervention would be best for you based on the results of the assessment, but you have a choice. Which intervention would you like to be on the priority list for?”)

Add consumer to end of priority list for their intervention of choice (except for substance abuse TH and PSH, when you should prioritize them according to score). If they answered yes to any questions in Part VI, check these against eligibility requirements in different interventions. If no availability in their intervention of choice currently, refer to shelter noted in Part III. Refer to policies and procedures manual for further referral instructions.

**If consumer is not eligible to be prioritized for anything, then read the following script:**

“We will refer you to _______ (emergency shelter). From there, the case managers will work with you to help you find the best way to get you out of homelessness.” Refer consumer to shelter noted in Part III.
VIII. VULNERABILITY INDEX

1. In what language do you feel best able to express yourself?

OK, first I’m going to ask you a few questions about your housing history...

2. What is the total length of time you have lived on the streets or shelters?  
   # of years:  
   # of months:  

3. In the past three years, how many times have you been homeless and then housed again?

4. Where do you sleep most frequently? (check one)  
   □ Shelters  □ Streets  □ Car/Van  □ Subway/Bus  □ Beach  □ Other (specify)  
   ____________________________

OK, now I’d like to ask you a few questions about your health...

5. Where do you usually go for healthcare or when you’re not feeling well?  
   (FILL IN LOCAL OPTIONS)  □ Other  □ Does not go for care

6. How many times have you been to the emergency room in the past three months? ___________

7. How many times have you been hospitalized as an inpatient in the past year? _______________

8. Do you have now, have you ever had, or has a healthcare provider ever told you that you have any of the following medical conditions?
   a. Kidney disease/End Stage Renal Disease or Dialysis...... □ Yes  □ No  □ Refused
   b. History of frostbite, Hypothermia, or Immersion Foot......... □ Yes  □ No  □ Refused
   c. History of Heat Stroke/Heat Exhaustion.............................. □ Yes  □ No  □ Refused
   d. Liver disease, Cirrhosis, or End-Stage Liver Disease.......... □ Yes  □ No  □ Refused
   e. Heart disease, Arrhythmia, or Irregular Heartbeat............. □ Yes  □ No  □ Refused
   f. HIV+/AIDS.................................................................. □ Yes  □ No  □ Refused
   g. Emphysema................................................................... □ Yes  □ No  □ Refused
   h. Diabetes.......................................................................... □ Yes  □ No  □ Refused
   i. Asthma........................................................................... □ Yes  □ No  □ Refused
   j. Cancer............................................................................ □ Yes  □ No  □ Refused
   k. Hepatitis C...................................................................... □ Yes  □ No  □ Refused
   l. Tuberculosis.................................................................... □ Yes  □ No  □ Refused
   m. DO NOT ASK: Surveyor, do you observe signs or symptoms of serious physical health conditions?.......................... □ Yes  □ No
<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Refused</th>
</tr>
</thead>
<tbody>
<tr>
<td>n. Have you ever abused drug/alcohol, or been told you do?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o. Have you consumed alcohol everyday for the past month?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>p. Have you ever used injection drugs or shots?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>q. Have you ever been treated for drug or alcohol abuse?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>r. DO NOT ASK: Surveyor, do you observe signs of symptoms of alcohol or</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>drug abuse?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>s. Are you currently or have you ever received treatment for mental</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>health issues?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>t. Have you ever been taken to the hospital against your will for</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>mental health reasons?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>u. DO NOT ASK: Surveyor, do you detect signs or symptoms of severe</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>persistent mental illness?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v. Have you been the victim of a violent attack since you’ve become</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>homeless?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>w. Do you have a physical disability that limits your mobility? [i.e.,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>wheelchair, amputation, unable to climb stairs]?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>x. Have you had a serious brain injury or trauma that required hospital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ization or surgery?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Alright, now I’ve just got a few more questions...

9. If you served in the military, was your discharge honorable?          |     |    |         |
| 10. Have you ever been in jail?                                         |     |    |         |
| 11. Have you ever been in prison?                                       |     |    |         |
| 12. Have you ever been in foster care?                                  |     |    |         |

13. How do you make money? (choose as many as apply)                    |     |    |         |
| Work, on-the-books                                                      |     |    |         |
| Work, off-the-books                                                     |     |    |         |
| SSI                                                                     |     |    |         |
| SSDI/SSA                                                                |     |    |         |
| VA                                                                      |     |    |         |
| Public Assistance                                                       |     |    |         |
| Food Stamps                                                             |     |    |         |
| Sex Trade                                                               |     |    |         |
| Drug Trade                                                              |     |    |         |
| Recycling                                                               |     |    |         |
| Panhandling                                                             |     |    |         |
| No Income                                                               |     |    |         |

14. What is your citizenship status?                                    |     |    |         |
| Citizen                                                                 |     |    |         |
| Legal Resident                                                          |     |    |         |
| Undocumented                                                            |     |    |         |

OK, now I’m going to ask you some questions about your community

15. Is there a person/outreach worker that you trust more than others?   |     |    |         |
|
16. If yes, do you know what agency they work for?

OK, now I’d like to take your picture. May I do so? Take picture with webcam.

IX. VULNERABILITY INDEX SCORING

If answer to question 6 was 3 or more, add one point...
If answer to question 7 was 3 or more, add one point...
If answer was “yes” to 8a, add one point...
If answer was “yes” to 8b, add one point...
If answer was “yes” to 8d, add one point...
If answer was “yes” to 8f, add one point...
If over age 60, add one point...
If answer was yes to any question from 8a-m or 8w or 8x, AND yes to any question 8n-r, AND yes to any question 8s-u, add one point...

TOTAL NUMBER OF POINTS: 

Place client on permanent supportive housing priority list based on number of points received. Those with 8 should be at the top, those with 7 next, etc.
## 2018 Monitoring and Evaluation (M&E) Scoring Sheet

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>DELIVERABLE</th>
<th>TARGET</th>
<th>PTS.</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Grant Tracking</td>
<td>Monitoring &amp; Evaluation Worksheet</td>
<td>Staff responsible for grant submissions &amp; processes</td>
<td>Yes / No</td>
<td></td>
</tr>
<tr>
<td>2. Match</td>
<td>Monitoring &amp; Evaluation Worksheet</td>
<td>25% cash or in-kind match of applicable categories of grant amount</td>
<td>Yes / No</td>
<td></td>
</tr>
<tr>
<td>3. Finances</td>
<td>Latest Financial Audit Management Letter</td>
<td>Conducted within the past 12 months</td>
<td>Yes / No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>IRS Form 990 - Organization Exempt from Income Tax</td>
<td>Proof of most recent</td>
<td>Yes / No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>IRS Form 941 – Employer’s Federal Tax Return</td>
<td>Proof of most recent</td>
<td>Yes / No</td>
<td></td>
</tr>
<tr>
<td>4. LOCCS Draws</td>
<td>eLOCCs report showing drawdown dates &amp; amounts</td>
<td>Drawdowns made at least quarterly (last completed grant year)</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>All funds drawn-down (last completed grant year)</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>All funds drawn-down (current grant year to date)</td>
<td></td>
<td>INFORMATIONAL</td>
</tr>
<tr>
<td></td>
<td>ART-252 Data Quality Completeness Report</td>
<td>95% or higher</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>90-94%</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>5. Compliance</td>
<td>Housing Quality Standards Form</td>
<td>Proof of use</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discharge Policy for Non-Compliance</td>
<td>Proof of use</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Homeless/Chronic Homeless Certification</td>
<td>Proof of use</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>List of HMIS numbers of entries during last complete grant year, including prior living situation and referring agency</td>
<td>Proof of program eligibility &amp; coordinated system utilization</td>
<td>-3 *</td>
<td></td>
</tr>
<tr>
<td>6. Consumer Input</td>
<td>Client Satisfaction Survey &amp; summation of responses</td>
<td>Conducted within the past 12 months</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Client Grievance Policy</td>
<td>Proof of most recent</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Board of Directors</td>
<td>Homeless/formerly homeless representation</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>7. Housing First</td>
<td>Monitoring &amp; Evaluation Worksheet</td>
<td>Proof of policy alignment</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>8. Low Barrier</td>
<td>Monitoring &amp; Evaluation Worksheet</td>
<td>Proof of policy alignment</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>9. Youth Education</td>
<td>Monitoring &amp; Evaluation Worksheet</td>
<td>Staff responsible for securing children &amp; youth in program proper education</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>10. SOAR</td>
<td>Monitoring &amp; Evaluation Worksheet</td>
<td>SOAR certified staff accessible to program clients</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td><strong>2018 MONITORING AND EVALUATION (M&amp;E) SCORING SHEET</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>11. Permanent Supportive Housing Outcomes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Most recent APR submitted in SAGE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilization - 95% +</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employed - 50%+</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 45-49%</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 40-44%</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 35-39%</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receive Benefits - 95%+</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 90-94%</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 85-89%</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 80-84%</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Of those that did not receive benefits, how many were ineligible?</td>
<td>INFORMATIONAL</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain/Increase Income - 80% +</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 75-79%</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 70-74%</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 65-69%</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PDF of ART Report 706 – Permanent Housing Placement/Retention Metric</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain/Exit to Permanent Housing - 95% +</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>12. Rapid Rehousing Outcomes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Most recent APR submitted in SAGE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilization - 95% +</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employed - 80%+</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 75-79%</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 70-74%</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 65-69%</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receive Benefits - 75%+</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 70-74%</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 55-69%</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 50-54%</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Of those that did not receive benefits, how many were ineligible?</td>
<td>INFORMATIONAL</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain/Increase Income - 90% +</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 85-89%</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 80-84%</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 75-79%</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PDF ART Report 706 – Permanent Housing Placement/Retention Metric</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exits to Permanent Housing - 80% +</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 2018 MONITORING AND EVALUATION (M&E) SCORING SHEET

<table>
<thead>
<tr>
<th>13. HMIS Outcomes</th>
<th>Percent of Data Used in AHAR - 12</th>
<th>UDE Data Completeness - 100%+</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>95-99%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Data Timeliness - 100%+</td>
<td>95-99%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Data Consistency Standards - 100% trained</td>
<td>95-99%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Results of Annual HMIS Training Survey</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Training Improved HMIS Knowledge - 90%+</td>
<td></td>
</tr>
</tbody>
</table>

*Any program entry from a non-homeless prior living situation (not streets, emergency shelter, safe haven, or a place not meant for human habitation), or referred by an entity not participating the City of Alexandria’s coordinated intake system will result in a 3 point deduction.

### DELIVERABLES CHECKLIST

- □ 2017 M&E Worksheet
- □ Latest financial audit mgmt. letter
- □ PDF of IRS-990
- □ PDF of IRS-941
- □ All LOCCS Drawdowns
- □ Leveraging commitment letters
- □ PDF of ART-252
- □ Housing Quality Standards Form
- □ Discharge policy for non-compliance
- □ Homeless/Chronic Homeless Certification
- □ List of HMIS Numbers
- □ Client Satisfaction Survey
- □ Client Grievance Policy
- □ Board of Directors
- □ PDF of ART Report 706 Permanent Housing Placement/Retention Metric
2018 HUD CoC New & Renewal Project Ranking Chart

* All project applicants listed in this document have been approved for inclusion in Alexandria’s 2018 HUD CoC Competition. No applications were rejected.

<table>
<thead>
<tr>
<th>Org. - Program</th>
<th>Type</th>
<th>Pop.</th>
<th>2017 M&amp;E Score</th>
<th>2018 M&amp;E Score</th>
<th>Avg. VI Score</th>
<th>Dedicated CH Beds</th>
<th>Grant Amt.</th>
<th>Capacity</th>
<th>Cost Per Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHA/CSB – Columbus</td>
<td>PSH</td>
<td>CH Singles Engaged w. CSB</td>
<td>37/46</td>
<td>23/43</td>
<td>0</td>
<td>1 (13%)</td>
<td>$97,800</td>
<td>2 Units, 8 Beds</td>
<td>$12,225</td>
</tr>
<tr>
<td>SHA/CSB – Canterbury</td>
<td>PSH</td>
<td>CH Singles Engaged w. CSB</td>
<td>28/46</td>
<td>28/43</td>
<td>2.5</td>
<td>2 (25%)</td>
<td>$86,441</td>
<td>4 Units, 8 Beds</td>
<td>$10,805</td>
</tr>
<tr>
<td>SHA/CSB – Notabene</td>
<td>PSH</td>
<td>CH Singles &amp; Families Engaged w. CSB</td>
<td>33/46</td>
<td>25/43</td>
<td>0</td>
<td>1 (5%)</td>
<td>$147,492</td>
<td>3 Units, 8 Beds</td>
<td>$8,211</td>
</tr>
<tr>
<td>OCS</td>
<td>HMIS</td>
<td>HMIS End Users</td>
<td>n/a</td>
<td>35/43</td>
<td>n/a</td>
<td>n/a</td>
<td>$55,225</td>
<td>~40 End Users</td>
<td>$1,381</td>
</tr>
<tr>
<td>SHA/CSB – SHA PSH</td>
<td>PSH</td>
<td>CH Singles Engaged w. CSB</td>
<td>n/a</td>
<td>28/43</td>
<td>1.7</td>
<td>3 (19%)</td>
<td>$184,241</td>
<td>6 Units, 16 Beds</td>
<td>$11,515</td>
</tr>
</tbody>
</table>
Good evening,

This message marks the start of the 2018 HUD Monitoring and Evaluation Process. All materials you will need to complete the process are attached.

A completed 2018 M&E Scoring Sheet as well as an copy of each required deliverable is due to Stefan Caine at stefan.caine@alexandriava.gov by COB Friday, July 9th, 2018. For you all, I will still need a PDF of the last APR submitted in eSNAPS as well as ART report 625 for the last completed grant year(s) considering none have been submitted in SAGE as of yet. I crafted New Hope’s own worksheet to help walk you through the old process.

If you have any questions about the workaround above, please give me a call!

Thanks,

Stefan Caine
Continuum of Care Lead Administrator
City of Alexandria, Virginia
Department of Community and Human Services
703.746.5825
www.alexandriava.gov/DCHS
2018 HUD CoC MONITORING & EVALUATION (M&E) AND PROJECT RANKING PROCESS:

Detailed below is the approved process by which the Partnership to Prevent & End Homelessness will monitor and evaluate renewal HUD-CoC programs, then prioritize them for funding along with applications for new projects (reallocated and/or bonus) in Alexandria’s FY18 HUD CoC Competition:

Renewal Project Monitoring & Evaluation

1. Convene Gaps & Needs Committee to discuss/adjust the annual process for Monitoring and Evaluating renewal HUD-CoC Projects - 4/20/2018
   - Determine the program elements that will be monitored and evaluated during the process (fiscal capacity, governance structure, adherence to funding requirements, and client level outcomes)
   - Determine what documentation/information must be reviewed to measure success within each program element and set the “required deliverables”
   - Determine the community’s target outcomes for each required deliverable and include a score that will be awarded for achieving it

2. Approve M&E process, scoring policies, and deliverables - 5/18/2018
   - Submit the 2018 M&E Scoring Sheet (including program elements monitored, required deliverables, and scoring standards) to the PPEH Governing Board via email
   - Submit the 2018 M&E and Project Ranking Process to the PPEH Governing Board via email
   - Achieve simple majority approval by PPEH Governing Board via email voting mechanism

3. Commence M&E Process - 6/25/2018
   - Send 2018 M&E Instructions, 2018 M&E Worksheet, 2018 M&E Scoring Sheet, and 2018 M&E Timeline to grantees and make request for deliverables
   - Send 2018 M&E Scoring Sheet, 2018 M&E and Project Ranking Process, and 2018 M&E Timeline to Governing Board and the Partnership for public record
   - Post 2018 M&E Scoring Sheet, 2018 M&E and Project Ranking Process, and 2018 M&E Timeline to DCHS/PPEH website for public record

4. Collect, score, and return M&E Deliverables - 7/9/2018 - 7/13/2018 (tools due 7/9, score sent 7/11, appeals due 7/13)
• Collect one completed copy of 2018 M&E Worksheet and one copy of each accompanying deliverable for each renewal project via email
• Score information on 2018 M&E Worksheet and accompanying deliverables according to the standards outlined on the 2018 M&E Scoring Sheet
• Return a completed 2018 M&E Scoring Sheet and a debriefing to each renewal project via email, and make request for comment or appeal
• Collect all grantees’ comments and appeals to completed 2018 M&E Scoring Sheets and debriefings

5. Convene non-conflicted Gaps & Needs Committee Members – 7/20/2018
   • Review 2018 M&E Scoring Sheets, debriefings, and grantees’ comments/appeals
   • If necessary, adjust 2018 M&E Scoring Sheets or establish timeline for deeper program review
   • Approve 2018 Final M&E Scores
   • Elect members of the Ranking Committee

6. Approve 2018 Final M&E Scores and Ranking Committee Members - 8/2/2018
   • Present 2018 Final M&E Scores, Ranking Committee Members, and other discussions from the Collaborative Grants Committee’s meeting to the PPEH Governing Board
   • Achieve simple majority approval by PPEH Governing Board via email

7. Publish Final M&E scores to the Governing Board, Partnership, and DCHS/PPEH website for public record

New Project Proposal Review

8. Make request for Notices of Intent to apply for New Projects – 7/11/2018
   • Publish instructions and form Notices of Intent for organizations to apply for the Reallocated Project funding opportunity and/or the Bonus Project funding opportunity

9. Convene Ranking Committee – 8/10/2018 (tentative)
   • Review submitted Notices of Intent to apply for new funding opportunities and hear project proposal presentations before selecting the strongest proposal to go forward with the application process based on effectiveness & community need

Renewal & New Project Ranking

10. Convene Ranking Committee – 8/20/2018 (tentative)
    • Review 2018 HUD Notice of Funding Availability (NOFA) guidelines surrounding funding tiers and the Project Priority Listing
    • For renewal projects, review Final M&E Scores, debriefings, grantee comments/appeals, and other resources that speak to program performance as necessary
    • For new projects, review Notices of Intent to apply for new projects, including Reallocated funding and Bonus funding
    • Rank HUD-CoC projects, both new and renewal, based on program efficiency and community need
• Create Project Priority Listing

11. Submit Project Priority Listing to HUD as a part of the 2018 HUD-CoC Consolidated Application - 9/18/2018
2018 – 2020 Homeless Solutions Program Guidelines
2018 – 2020 VHSP – Rapid Rehousing Competition Announcement
2018 – 2020 VHSP – Notice of Intent
2018 – 2020 VHSP – Proposed Match
2018 – 2020 VHSP – Grantee Assurances
2018 – 2020 VHSP – Year One Request

HUD-CoC Competition

Homeless Grant Opportunity Archives
2018 HUD CoC Competition Materials
2018 HUD CoC Notice of Funding Availability
2018 HUD CoC Project Monitoring, Evaluation, and Ranking
2018 HUD CoC HUD CoC Project Monitoring, Evaluation, and Ranking Process

Meetings

Meeting Agenda and Minutes Archive
Good afternoon,

As the area’s Continuum of Care (CoC), the Partnership to Prevent and End Homelessness in the City of Alexandria is responsible for promoting a systematic approach towards local homeless assistance. That includes prioritizing state and federal funding for programs that most effectively address our community’s needs and make experience of homelessness rare and brief for Alexandria residents.

With that in mind, the Partnership is pleased to announce that our local competition for federal homeless assistance funding from the Department of Housing and Urban Development (HUD) has opened! Organizations that are interested in participating in the FY18 CoC Competition should review the attached 2018 CoC Competition Calendar, all competition materials on the Partnership’s webpage, and read the FY18 Notice of Funding Ability (NOFA) in its entirety. You are also encouraged to monitor the HUD-CoC Competition webpage and subscribe to HUD’s mailing list for additional NOFA publication information.

There is an opportunity to apply for new project funding in the FY18 CoC Competition: $49,588 in CoC bonus money and an additional $50,000 in bonus money to serve survivors of domestic violence. Organizations within and outside the CoC are equally encouraged to apply, and renewing grantees in the Alexandria CoC are permitted to expand their HUD-CoC program with FY18 bonus funding to serve more clients. Those interested in applying for bonus project funding must complete the “FY18 Notice of Intent – Bonus” and submit it to Stefan Caine at stefan.caine@alexandriava.gov no later than 5:00 PM on Friday, July 25th. The 2018 CoC Notice of Intent – Bonus and instructions for completing it are attached to this message, or can be found on Partnership’s webpage.

Both new and renewal applicants must demonstrate that projects are consistent with the local Consolidated plan, adequately address the community’s need, and align with priorities outlined in the FY18 NOFA. Project applications must be submitted to HUD through a collaborative application process that requires coordination with the CoC Lead Agency, the Alexandria Dept. of Community and Human Services. For additional information about the Partnership, CoC, or the FY18 CoC competition, please contact Stefan Caine at stefan.caine@alexandriava.gov.

Thank you,

Stefan Caine
HUD-CoC Competition

Homeless Grant Opportunity Archives

• 2018 HUD CoC Competition Materials
  • 2018 HUD CoC Notice of Funding Availability
  • 2018 HUD CoC Competition Announcement
  • 2018 HUD CoC Bonus Project Instructions
  • 2018 HUD CoC Notice of Intent — Bonus

• 2018 HUD CoC Project Monitoring, Evaluation, and Ranking
  • 2018 HUD CoC HUD CoC Project Monitoring, Evaluation, and Ranking Process

Meetings

• Meeting Agenda and Minutes Archive
The Partnership to Prevent and End Homelessness in the City of Alexandria 2018 Continuum of Care (CoC) Competition Announcement

The Partnership to Prevent and End Homelessness in the City of Alexandria is a broad and diverse group of homeless service providers, local government agencies, and community stakeholders working together to make homelessness rare and brief in the City. As the area’s Continuum of Care (CoC), the Partnership is responsible for promoting a systematic approach towards local homeless assistance, including prioritizing state and federal funding for programs that most effectively address the community’s needs.

The Partnership is pleased to announce that the competition to apply federal homeless assistance funding from the Department of Housing and Urban Development (HUD) has opened. Organizations that are interested in participating in the FY18 CoC Competition should review all competition materials on the Partnership’s webpage and read the FY18 Notice of Funding Ability (NOFA) in its entirety. You are also encouraged to monitor the HUD-CoC Competition webpage and subscribe to their mailing list for additional NOFA publication information.

There is an opportunity to apply for new project funding in the FY18 CoC Competition, $49,588 in CoC bonus money and an additional $50,000 for programs proposing to serve survivors of Domestic Violence. Organizations within and outside the CoC are equally encouraged to apply, and renewing grantees in the Alexandria CoC are permitted to expand their HUD-CoC program with FY18 bonus funding to serve more clients. Those interested in applying for bonus project funding must complete the “FY18 Notice of Intent – Bonus” and submit it to Stefan Caine at stefan.caine@alexandriava.gov no later than 5:00 PM on Wednesday, July 25th. The FY18 Notice of Intent – Bonus can be found on Partnership’s webpage.

Both new and renewal project applicants must demonstrate that projects are consistent with the local Consolidated plan, adequately address the community’s need, and align with priorities outlined in the FY18 NOFA. Project applications must be submitted to HUD through a collaborative application process that requires coordination with the CoC Lead Agency, the Alexandria Dept. of Community and Human Services. For additional information about the Partnership, CoC, or the FY18 CoC competition, please contact Stefan Caine at stefan.caine@alexandriava.gov.
<table>
<thead>
<tr>
<th>Date</th>
<th>Competition Action</th>
<th>Grantee Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/10</td>
<td>Renewal grantees convene for competition introduction</td>
<td>Send representation, collect competition resources in eSNAPS, and begin updating the Project Applicant Profile in eSNAPS</td>
</tr>
<tr>
<td>7/11</td>
<td>Bonus funding opportunity announced</td>
<td>If applying for bonus funding, begin completing the Notice of Intent - Bonus and create or update the Project Applicant Profile in eSNAPS</td>
</tr>
<tr>
<td>7/18</td>
<td>Ensure Renewal Project Applicant Profiles are correct in eSNAPS and notify grantees</td>
<td>Renewal grantees submit PDF of Project Applicant Profile to <a href="mailto:stefan.caine@alexandriava.gov">stefan.caine@alexandriava.gov</a> by COB 7/28/2018 and if correct begin on Renewal Project Application in eSNAPS</td>
</tr>
<tr>
<td>7/25</td>
<td>Collect Notices of Intent to apply for Bonus Project Funding</td>
<td>If applying for bonus funding, submit Notice of Intent – Bonus to CoC Lead at <a href="mailto:stefan.caine@alexandriava.gov">stefan.caine@alexandriava.gov</a> by COB 7/25/2018</td>
</tr>
<tr>
<td>8/10</td>
<td>Select one applicant to apply for Bonus Project Funding and notify of selection</td>
<td>Ranking committee reviews Notices of Intent, selects the best to move forward with the process, and instructs them to complete the Project Applicant Profile in eSNAPS</td>
</tr>
<tr>
<td></td>
<td>(tentative)</td>
<td></td>
</tr>
<tr>
<td>8/17</td>
<td>Ensure Bonus Project Applicant’s Profile is correct in eSNAPS</td>
<td>If selected for Bonus Project Funding, submit PDF of Project Applicant Profile to <a href="mailto:stefan.caine@alexandriava.gov">stefan.caine@alexandriava.gov</a> by COB 8/17/2018 and if correct begin on New Project Application in eSNAPS</td>
</tr>
<tr>
<td></td>
<td>Ensure Renewal Project applications are correct in eSNAPS</td>
<td>Renewal grantees submit PDF of completed Renewal Project Application to CoC Lead at <a href="mailto:stefan.caine@alexandriava.gov">stefan.caine@alexandriava.gov</a> by COB 8/17/2018</td>
</tr>
<tr>
<td>8/20</td>
<td>Rank New and Renewal Projects with in HUD’s 2-tiered system and in order of community priority</td>
<td>Ranking committee reviews Notice of Intent from selected Bonus Project Applicant, results of 2017 HUD-CoC Program Monitoring and Evaluation Process, and other program metrics to prioritize programs for funding</td>
</tr>
<tr>
<td></td>
<td>(tentative)</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Task</td>
<td>Details</td>
</tr>
<tr>
<td>------</td>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Ensure Bonus Project Applicant’s New Project Application is Correct in eSNAPS</td>
<td>If selected for Bonus Project Funding submit PDF of completed Renewal Project Application to <a href="mailto:stefan.caine@alexandriava.gov">stefan.caine@alexandriava.gov</a> by COB 8/15/2018</td>
</tr>
<tr>
<td>9/3</td>
<td>Notify new &amp; renewal grantees of their inclusion in the FY16 CoC Competition</td>
<td>CoC Lead makes a web posting and sends notice to all organizations whose application will be including in the FY17 Consolidated Application</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If notified of inclusion in FY17 Consolidated application, New and Renewal grantees submit their application in eSNAPS by COB 8/25/2018</td>
</tr>
<tr>
<td>9/6</td>
<td>Present the Project Priority Listing to PPEH Governing Board for Approval</td>
<td>CoC Lead presents Project Priority Listing to the PPEH Governing Board for approval at their September meeting</td>
</tr>
<tr>
<td>9/11</td>
<td>Post the Consolidated Application, Project Priority Listing, and other necessary application components to DCHS webpage</td>
<td>CoC Lead posts the complete consolidated application, Project Priority listing, and other necessary application components to the PPEH webpage and notifies the community of its availability and pending submission</td>
</tr>
<tr>
<td>9/18</td>
<td>Submit Consolidated Application in eSNAPS</td>
<td>CoC Lead submits the Consolidated Application in eSNAPS</td>
</tr>
</tbody>
</table>
**Required Technical Assistance (TA) and Reallocation Policies**

The Monitoring and Evaluation Committee makes recommendations to the CoC Governing Board for underperforming programs to follow a Required TA procedure up until the start of the next annual Monitoring and Evaluation process. Programs undergoing Required TA are ineligible to apply for any bonus funding through the CoC. If a program is endorsed by the Governing Board to participate in Required TA for two consecutive cycles and still performs poorly in Monitoring and Evaluation, it will be recommended to the CoC Governing Board for Reallocation. Detailed Required TA and Reallocation policies are outlined in the “CoC Required Technical Assistance and Reallocation Policy.”

Criteria to be considered for recommendation of Required TA or Reallocation include:

- Previous Project Ranking results
- Previous Monitoring and Evaluation results
- Previous Required TA results (if applicable)
- Ongoing program performance
- Financial stewardship
- Alignment with HUD and Alexandria’s Strategic Planning Targets

In all instances of reallocation, a request for proposals (RFP) will be widely distributed to solicit proposals for use of reallocated funds. Specifics of the RFP will vary according to funding guidance and local strategic goals being pursued at time of reallocation.
Minutes from Monitoring and Evaluation Committee meeting held to determine final 2017 M&E Scores and recommend programs to Required TA/Reallocation; no projects were placed in Required TA/Reallocation in 2017.

The Partnership to Prevent and End Homelessness in the City of Alexandria
HUD-CoC Program Monitoring & Evaluation Meeting

NOTES
APRIL 26, 2017  2:00PM  DCHS 2525 MT VERNON AVE. ALEXANDRIA, VA 22301

<table>
<thead>
<tr>
<th>TYPE OF MEETING</th>
<th>M&amp;E Committee – Approval of 2017 HUD-CoC Monitoring and Evaluation Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATTENDEES PRESENT</td>
<td>Lynn Thomas, Jennifer Skow, Cheryl Malloy</td>
</tr>
<tr>
<td>VISITORS</td>
<td>Allen Lomax, Erick Keeler</td>
</tr>
<tr>
<td>MEMBERS ABSENT</td>
<td>Stefan Caine</td>
</tr>
</tbody>
</table>

Agenda

I Call Meeting to Order and Introductions
Introduction of members

II Overview of M&E/HUD Ranking Process

As part of the annual HUD-CoC Consolidated Application, communities are required to rank their HUD grants from highest to lowest funding priority based on objective evaluations of fiscal capacity, governance, client outcomes, and community need. The M&E Process is designed to produce this objective measure and inform the project ranking process. In 2016 the Ranking Committee followed M&E scores exactly to produce the community priorities, highlighting the importance of this process.

It was recommended that site visits to programs, as had been conducted in the past, would be helpful for committee and governing board members to learn more about the services they are inherently influencing. The committee agreed that such an initiative would be benefit the governing board and the PPEH as a whole, but that it should function outside of the M&E process as to not appear punitive.

It was recommended that the M&E Scoring sheets leave a place for comment at the end, offering grantees the opportunity to speak to challenges their program faced during the Monitoring period and how those hurdles may have affected their score.

In the draft M&E Scores presented by the CoC Lead Administrator there was a three way tie, highlighting the need for a formalized tie-breaking process.

<table>
<thead>
<tr>
<th>ACTION ITEMS</th>
<th>PERSON RESPONSIBLE</th>
<th>DEADLINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explore process for GB members to visit programs</td>
<td>CoC Lead Administrator</td>
<td>TBD</td>
</tr>
<tr>
<td>Add comment section to M&amp;E Scoring Sheets</td>
<td>CoC Lead Administrator</td>
<td>Prior to next Program Monitoring (HUD funded or otherwise)</td>
</tr>
<tr>
<td>Research tie-breaker data element and include in an updated M&amp;E Process</td>
<td>CoC Lead Administrator &amp; Applicable PPEH Committees</td>
<td>Prior to next Program Monitoring (HUD funded or otherwise)</td>
</tr>
</tbody>
</table>
### III  Bridges 2 Independence

The committee elected to begin with the programs locked in a three way tie to see if a tie breaking process could be avoided simply through review of the scores.

B2I’s largest deduction was due to providing the correct information, but late. All eLOCCS funds had been drawn down, but the documentation was sent in the grantee’s appeal after they had received their draft score. The committee noted that late submission of information was an issue with another grantee, and discussed the options they had for scoring. The committee felt that for late submissions, either all points or no points would need to be awarded, or some standard would need to be applied across the board. It was decided that 50% of points would be awarded (or deducted if applicable) for any documentation that was past the due date.

After applying the standard 50% to the two late submissions on the tool, B2I was awarded a total score of 34.

<table>
<thead>
<tr>
<th>ACTION ITEMS</th>
<th>PERSON RESPONSIBLE</th>
<th>DEADLINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update M&amp;E Process to include standard deduction for late submissions</td>
<td>CoC Lead Admin</td>
<td>Prior to next Program Monitoring (HUD funded or otherwise)</td>
</tr>
</tbody>
</table>

### IV  New Hope Housing

The 50% deduction that was applied to B2I’s program for their late deliverables was equally applied to the New Hope program due to a late submission. After the adjustment, New Hope was awarded a total score of 31.5.

New Hope’s eLOCCS submissions during this grant cycle were particularly challenging, and often due to the fault of the DC field offices, SNAPS, or eLOCCS itself. It was recommended that the M&E process require grantees to submit the names and contact info of staff persons that have eLOCCS access to their grant to assist in financial management.

<table>
<thead>
<tr>
<th>ACTION ITEMS</th>
<th>PERSON RESPONSIBLE</th>
<th>DEADLINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update M&amp;E Process to include contact info of grantee staff with access to eLOCCS (or financial management system if applicable)</td>
<td>CoC Lead Admin</td>
<td>Prior to next Program Monitoring (HUD funded or otherwise)</td>
</tr>
</tbody>
</table>

### V  Summary

Final scores on all programs were produced and will be reviewed by the 2 absent committee members via meeting minutes. **No recommendations for additional program monitoring were made.**

### X  Alexandria CSB & Sheltered Homes of Alexandria

All three programs did not have their score adjusted from the draft version. Therefore, Notabene received a 33, Canterbury received a 28 and Columbus received a 37.

The dichotomy between Columbus’ and Canterbury’s scores were particularly interesting to the committee considering the similarities in federal funding levels, population served, program size, and operating organization. Additionally Columbus seemed to make particular improvement from last year’s process. Upon further investigation it was found the Columbus’ population had stabilized in this past grant year, allowing clients to settle and meet all of the outcome metrics as opposed to the year prior when the program saw some less than favorable turnover in their units. The committee felt this highlighted the validity of the tool, but also underscored the need to incorporate more variables that further speaks to a “best practicing” program.
It was noted that the CSB/SHA was the only granted agency to not submit appeals/comment during the allotted period, and that this hurt them on a few of their programs. It was recommended that grantees are explicitly encouraged to take advantage of the appeals opportunity, as well as the comment box when one is added.

<table>
<thead>
<tr>
<th>ACTION ITEMS</th>
<th>PERSON RESPONSIBLE</th>
<th>DEADLINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explore new data elements</td>
<td>CoC Lead Admin and applicable committees</td>
<td>TBD</td>
</tr>
<tr>
<td>Adjournment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Adjourned 4:04 p.m. Next Meeting: April 2017
Good Evening,

Attached are the final scores for the 2018 Monitoring and Evaluation (M&E) Process. M&E Scores are not the final rankings but did inform the Ranking Committee’s recommendations for project prioritization in the 2018 HUD CoC Competition, along with other program metrics included in the 2018 Ranking Chart. Those recommendations will be vetted by non-conflicted members of the PPEH Governing Board on September 6th, 2018, and the final Project Priority Listing will be subsequently approved.

This message also serves as indication that your project(s) will be included in Alexandria’s 2018 HUD CoC Consolidated Application. No projects were rejected and all included in Alexandria’s 2018 Application are listed in the attached 2018 Ranking Chart.

Thanks, and please let me know if you have any questions,

Stefan

Stefan Caine
Continuum of Care Lead Administrator
City of Alexandria, Virginia
Department of Community and Human Services
703.746.5825
www.alexandriava.gov/DCHS
Good Evening,

Attached are the final scores for the 2018 Monitoring and Evaluation (M&E) Process. M&E Scores are not the final rankings but did inform the Ranking Committee’s recommendations for project prioritization in the 2018 HUD CoC Competition, along with other program metrics included in the 2018 Ranking Chart. Those recommendations will be vetted by non-conflicted members of the PPEH Governing Board on September 6th, 2018, and the final Project Priority Listing will be subsequently approved.

This message also serves as indication that your project(s) will be included in Alexandria’s 2018 HUD CoC Consolidated Application. No projects were rejected and all included in Alexandria's 2018 Application are listed in the attached 2018 Ranking Chart.

Thanks, and please let me know if you have any questions,

Stefan

Stefan Caine
Continuum of Care Lead Administrator
City of Alexandria, Virginia
Department of Community and Human Services
703.746.3825
www.alexandriava.gov/DCHS
Good Evening,

Attached are the final scores for the 2018 Monitoring and Evaluation (M&E) Process. M&E Scores are not the final rankings but did inform the Ranking Committee’s recommendations for project prioritization in the 2018 HUD CoC Competition, along with other program metrics included in the 2018 Ranking Chart. Those recommendations will be vetted by non-conflicted members of the PPEH Governing Board on September 6th, 2018, and the final Project Priority Listing will be subsequently approved.

This message also serves as indication that your project(s) will be included in Alexandria’s 2018 HUD CoC Consolidated Application. No projects were rejected and all included in Alexandria’s 2018 Application are listed in the attached 2018 Ranking Chart.

Thanks, and please let me know if you have any questions,

Stefan

Stefan Caine
Continuum of Care Lead Administrator
City of Alexandria, Virginia
Department of Community and Human Services
703.746.5825
www.alexandriava.gov/DCHS
Good Evening,

Attached are the final scores for the 2018 Monitoring and Evaluation (M&E) Process. M&E Scores are not the final rankings but did inform the Ranking Committee's recommendations for project prioritization in the 2018 HUD CoC Competition, along with other program metrics included in the 2018 Ranking Chart. Those recommendations will be vetted by non-conflicted members of the PPEH Governing Board on September 6th, 2018, and the final Project Priority Listing will be subsequently approved.

This message also serves as indication that your project(s) will be included in Alexandria's 2018 HUD CoC Consolidated Application. No projects were rejected and all included in Alexandria's 2018 Application are listed in the attached 2018 Ranking Chart.

Thanks, and please let me know if you have any questions,

Stefan

Stefan Caine
Continuum of Care Lead Administrator
City of Alexandria, Virginia
Department of Community and Human Services
703.746.3825
www.alexandriava.gov/DCHS
Good evening,

This message marks the start of the 2018 HUD Monitoring and Evaluation Process. All materials you will need to complete the process are attached.

A completed 2018 M&E Scoring Sheet as well as on copy of each required deliverable is due to Stefan Caine at stefan.caine@alexandriava.gov by COB Friday, July 9th, 2018. For you all, I will still need a PDF of the last APR submitted in eSNAPS as well as ART report 625 for the last completed grant year(s) considering none have been submitted in SAGE as of yet. I crafted New Hope’s own worksheet to help walk you through the old process.

If you have any questions about the workaround above, please give me a call!

Thanks,

Stefan

Stefan Caine
Continuum of Care Lead Administrator
City of Alexandria, Virginia
Department of Community and Human Services
703.746.5825
www.alexandriava.gov/DCHS
2018 HUD CoC MONITORING & EVALUATION (M&E) AND PROJECT RANKING PROCESS:

Detailed below is the approved process by which the Partnership to Prevent & End Homelessness will monitor and evaluate renewal HUD-CoC programs, then prioritize them for funding along with applications for new projects (reallocated and/or bonus) in Alexandria’s FY18 HUD CoC Competition:

Renewal Project Monitoring & Evaluation

1. Convene Gaps & Needs Committee to discuss/adjust the annual process for Monitoring and Evaluating renewal HUD-CoC Projects - 4/20/2018
   - Determine the program elements that will be monitored and evaluated during the process (fiscal capacity, governance structure, adherence to funding requirements, and client level outcomes)
   - Determine what documentation/information must be reviewed to measure success within each program element and set the “required deliverables“
   - Determine the community’s target outcomes for each required deliverable and include a score that will be awarded for achieving it

2. Approve M&E process, scoring policies, and deliverables - 5/18/2018
   - Submit the 2018 M&E Scoring Sheet (including program elements monitored, required deliverables, and scoring standards) to the PPEH Governing Board via email
   - Submit the 2018 M&E and Project Ranking Process to the PPEH Governing Board via email
   - Achieve simple majority approval by PPEH Governing Board via email voting mechanism

3. Commence M&E Process - 6/25/2018
   - Send 2018 M&E Instructions, 2018 M&E Worksheet, 2018 M&E Scoring Sheet, and 2018 M&E Timeline to grantees and make request for deliverables
   - Send 2018 M&E Scoring Sheet, 2018 M&E and Project Ranking Process, and 2018 M&E Timeline to Governing Board and the Partnership for public record
   - Post 2018 M&E Scoring Sheet, 2018 M&E and Project Ranking Process, and 2018 M&E Timeline to DCHS/PPEH website for public record

4. Collect, score, and return M&E Deliverables - 7/9/2018 - 7/13/2018 (tools due 7/9, score sent 7/11, appeals due 7/13)
• Collect one completed copy of 2018 M&E Worksheet and one copy of each accompanying deliverable for each renewal project via email
• Score information on 2018 M&E Worksheet and accompanying deliverables according to the standards outlined on the 2018 M&E Scoring Sheet
• Return a completed 2018 M&E Scoring Sheet and a debriefing to each renewal project via email, and make request for comment or appeal
• Collect all grantees’ comments and appeals to completed 2018 M&E Scoring Sheets and debriefings

5. Convene non-conflicted Gaps & Needs Committee Members – 7/20/2018
• Review 2018 M&E Scoring Sheets, debriefings, and grantees’ comments/appeals
• If necessary, adjust 2018 M&E Scoring Sheets or establish timeline for deeper program review
• Approve 2018 Final M&E Scores
• Elect members of the Ranking Committee

6. Approve 2018 Final M&E Scores and Ranking Committee Members - 8/2/2018
• Present 2018 Final M&E Scores, Ranking Committee Members, and other discussions from the Collaborative Grants Committee’s meeting to the PPEH Governing Board
• Achieve simple majority approval by PPEH Governing Board via email

7. Publish Final M&E scores to the Governing Board, Partnership, and DCHS/PPEH website for public record

New Project Proposal Review

8. Make request for Notices of Intent to apply for New Projects – 7/11/2018
• Publish instructions and form Notices of Intent for organizations to apply for the Reallocated Project funding opportunity and/or the Bonus Project funding opportunity

9. Convene Ranking Committee – 8/10/2018 (tentative)
• Review submitted Notices of Intent to apply for new funding opportunities and hear project proposal presentations before selecting the strongest proposal to go forward with the application process based on effectiveness & community need

Renewal & New Project Ranking

10. Convene Ranking Committee – 8/20/2018 (tentative)
• Review 2018 HUD Notice of Funding Availability (NOFA) guidelines surrounding funding tiers and the Project Priority Listing
• For renewal projects, review Final M&E Scores, debriefings, grantee comments/appeals, and other resources that speak to program performance as necessary
• For new projects, review Notices of Intent to apply for new projects, including Reallocated funding and Bonus funding
• Rank HUD-CoC projects, both new and renewal, based on program efficiency and community need
• Create Project Priority Listing

11. Submit Project Priority Listing to HUD as a part of the 2018 HUD-CoC Consolidated Application - 9/18/2018
2018 – 2020 Homeless Solutions Program Guidelines
2018 – 2020 VHSP – Rapid Rehousing Competition Announcement
2018 – 2020 VHSP – Notice of Intent
2018 – 2020 VHSP – Proposed Match
2018 – 2020 VHSP – Grantee Assurances
2018 – 2020 VHSP – Year One Request

HUD-CoC Competition

- Homeless Grant Opportunity Archives
- 2018 HUD CoC Competition Materials
  2018 HUD CoC Notice of Funding Availability
- 2018 HUD CoC Project Monitoring, Evaluation, and Ranking
  2018 HUD CoC HUD CoC Project Monitoring, Evaluation, and Ranking Process

Meetings

- Meeting Agenda and Minutes Archive
Good afternoon,

As the area’s Continuum of Care (CoC), the Partnership to Prevent and End Homelessness in the City of Alexandria is responsible for promoting a systematic approach towards local homeless assistance. That includes prioritizing state and federal funding for programs that most effectively address our community’s needs and make experience of homelessness rare and brief for Alexandria residents.

With that in mind, the Partnership is pleased to announce that our local competition for federal homeless assistance funding from the Department of Housing and Urban Development (HUD) has opened! Organizations that are interested in participating in the FY18 CoC Competition should review the attached 2018 CoC Competition Calendar, all competition materials on the Partnership’s webpage, and read the FY18 Notice of Funding Ability (NOFA) in its entirety. You are also encouraged to monitor the HUD-CoC Competition webpage and subscribe to HUD’s mailing list for additional NOFA publication information.

There is an opportunity to apply for new project funding in the FY18 CoC Competition. $49,588 in CoC bonus money and an additional $50,000 in bonus money to serve survivors of domestic violence. Organizations within and outside the CoC are equally encouraged to apply, and renewing grantees in the Alexandria CoC are permitted to expand their HUD-CoC program with FY18 bonus funding to serve more clients. Those interested in applying for bonus project funding must complete the “FY18 Notice of Intent – Bonus” and submit it to Stefan Caine at Stefan.Caine@Alexandria.gov no later than 5:00 PM on Friday, July 25th. The 2018 CoC Notice of Intent – Bonus and instructions for completing it are attached to this message, or can be found on Partnership’s webpage.

Both new and renewal applicants must demonstrate that projects are consistent with the local Consolidated plan, adequately address the community’s need, and align with priorities outlined in the FY18 NOFA. Project applications must be submitted to HUD through a collaborative application process that requires coordination with the CoC Lead Agency, the Alexandria Dept. of Community and Human Services. For additional information about the Partnership, CoC, or the FY18 CoC competition, please contact Stefan Caine at stefan.caine@Alexandria.gov.

Thank you,

Stefan Caine
- 2018 – 2020 VHSP – Grantee Assurances
- 2018 – 2020 VHSP – Year One Request

HUD-CoC Competition
Homeless Grant Opportunity Archives

- 2018 HUD CoC Competition Materials
  - 2018 HUD CoC Notice of Funding Availability
  - 2018 HUD CoC Competition Announcement
  - 2018 HUD CoC Bonus Project Instructions
  - 2018 HUD CoC Notice of Intent – Bonus

- 2018 HUD CoC Project Monitoring, Evaluation, and Ranking
  - 2018 HUD CoC HUD CoC Project Monitoring, Evaluation, and Ranking Process

Meetings
- Meeting Agenda and Minutes Archive
The Partnership to Prevent and End Homelessness in the City of Alexandria 2018 Continuum of Care (CoC) Competition Announcement

The Partnership to Prevent and End Homelessness in the City of Alexandria is a broad and diverse group of homeless service providers, local government agencies, and community stakeholders working together to make homelessness rare and brief in the City. As the area’s Continuum of Care (CoC), the Partnership is responsible for promoting a systematic approach towards local homeless assistance, including prioritizing state and federal funding for programs that most effectively address the community’s needs.

The Partnership is pleased to announce that the competition to apply federal homeless assistance funding from the Department of Housing and Urban Development (HUD) has opened. Organizations that are interested in participating in the FY18 CoC Competition should review all competition materials on the Partnership’s webpage and read the FY18 Notice of Funding Ability (NOFA) in its entirety. You are also encouraged to monitor the HUD-CoC Competition webpage and subscribe to their mailing list for additional NOFA publication information.

There is an opportunity to apply for new project funding in the FY18 CoC Competition, $49,588 in CoC bonus money and an additional $50,000 for programs proposing to serve survivors of Domestic Violence. Organizations within and outside the CoC are equally encouraged to apply, and renewing grantees in the Alexandria CoC are permitted to expand their HUD-CoC program with FY18 bonus funding to serve more clients. Those interested in applying for bonus project funding must complete the “FY18 Notice of Intent – Bonus” and submit it to Stefan Caine at stefan.caine@alexandriava.gov no later than 5:00 PM on Wednesday, July 25th. The FY18 Notice of Intent – Bonus can be found on Partnership’s webpage.

Both new and renewal project applicants must demonstrate that projects are consistent with the local Consolidated plan, adequately address the community’s need, and align with priorities outlined in the FY18 NOFA. Project applications must be submitted to HUD through a collaborative application process that requires coordination with the CoC Lead Agency, the Alexandria Dept. of Community and Human Services. For additional information about the Partnership, CoC, or the FY18 CoC competition, please contact Stefan Caine at stefan.caine@alexandriava.gov.
<table>
<thead>
<tr>
<th>Date</th>
<th>Competition Action</th>
<th>Grantee Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/10</td>
<td>Renewal grantees convene for competition introduction</td>
<td>Send representation, collect competition resources in eSNAPS, and begin updating the Project Applicant Profile in eSNAPS</td>
</tr>
<tr>
<td>7/11</td>
<td>Bonus funding opportunity announced</td>
<td>If applying for bonus funding, begin completing the Notice of Intent - Bonus and create or update the Project Applicant Profile in eSNAPS</td>
</tr>
<tr>
<td>7/18</td>
<td>Ensure Renewal Project Applicant Profiles are correct in eSNAPS and notify grantees</td>
<td>Renewal grantees submit PDF of Project Applicant Profile to <a href="mailto:stefan.caine@alexandriava.gov">stefan.caine@alexandriava.gov</a> by COB 7/28/2018 and if correct begin on Renewal Project Application in eSNAPS</td>
</tr>
<tr>
<td>7/25</td>
<td>Collect Notices of Intent to apply for Bonus Project Funding</td>
<td>If applying for bonus funding, submit Notice of Intent – Bonus to CoC Lead at <a href="mailto:stefan.caine@alexandriava.gov">stefan.caine@alexandriava.gov</a> by COB 7/25/2018</td>
</tr>
<tr>
<td>8/10</td>
<td>Select one applicant to apply for Bonus Project Funding and notify of selection</td>
<td>Ranking committee reviews Notices of Intent, selects the best to move forward with the process, and instructs them to complete the Project Applicant Profile in eSNAPS</td>
</tr>
<tr>
<td>8/17</td>
<td>Ensure Bonus Project Applicant’s Profile is correct in eSNAPS</td>
<td>If selected for Bonus Project Funding, submit PDF of Project Applicant Profile to <a href="mailto:stefan.caine@alexandriava.gov">stefan.caine@alexandriava.gov</a> by COB 8/17/2018 and if correct begin on New Project Application in eSNAPS</td>
</tr>
<tr>
<td></td>
<td>Ensure Renewal Project applications are correct in eSNAPS</td>
<td>Renewal grantees submit PDF of completed Renewal Project Application to CoC Lead at <a href="mailto:stefan.caine@alexandriava.gov">stefan.caine@alexandriava.gov</a> by COB 8/17/2018</td>
</tr>
<tr>
<td>8/20</td>
<td>Rank New and Renewal Projects with in HUD’s 2-tiered system and in order of community priority</td>
<td>Ranking committee reviews Notice of Intent from selected Bonus Project Applicant, results of 2017 HUD-CoC Program Monitoring and Evaluation Process, and other program metrics to prioritize programs for funding</td>
</tr>
<tr>
<td>Date</td>
<td>Task Description</td>
<td>Details</td>
</tr>
<tr>
<td>-------</td>
<td>------------------</td>
<td>---------</td>
</tr>
<tr>
<td>2018</td>
<td>Ensure Bonus Project Applicant’s New Project Application is Correct in eSNAPS</td>
<td>If selected for Bonus Project Funding submit PDF of completed Renewal Project Application to <a href="mailto:stefan.caine@alexandriava.gov">stefan.caine@alexandriava.gov</a> by COB 8/15/2018</td>
</tr>
<tr>
<td>9/3</td>
<td>Notify new &amp; renewal grantees of their inclusion in the FY16 CoC Competition</td>
<td>CoC Lead makes a web posting and sends notice to all organizations whose application will be including in the FY17 Consolidated Application. If notified of inclusion in FY17 Consolidated application, New and Renewal grantees submit their application in eSNAPS by COB 8/25/2018</td>
</tr>
<tr>
<td>9/6</td>
<td>Present the Project Priority Listing to PPEH Governing Board for Approval</td>
<td>CoC Lead presents Project Priority Listing to the PPEH Governing Board for approval at their September meeting</td>
</tr>
<tr>
<td>9/11</td>
<td>Post the Consolidated Application, Project Priority Listing, and other necessary application components to DCHS webpage</td>
<td>CoC Lead posts the complete consolidated application, Project Priority listing, and other necessary application components to the PPEH webpage and notifies the community of its availability and pending submission</td>
</tr>
<tr>
<td>9/18</td>
<td>Submit Consolidated Application in eSNAPS</td>
<td>CoC Lead submits the Consolidated Application in eSNAPS</td>
</tr>
</tbody>
</table>
Governance Charter

The Partnership to Prevent and End Homelessness in the City of Alexandria Continuum of Care Governance and Policy Statements
TABLE OF CONTENTS

Overview
Name
Vision
Purpose of the Partnership
Purpose of the Charter

Organizational Structure
Membership
Governing Board

Official Designations
Collaborative Applicant
Coordinated Assessment Lead Agency
HMIS Lead Agency
Point in Time Lead Agency

Committees
Creation and Operation of Committees
Advocacy Committee
Communications Committee
Employment Committee
Gaps and Needs Committee
Health Committee
Housing Crisis Response Committee
Membership Committee
Monitoring and Evaluation Committee
Ranking Committee
Strategic Planning Committee
Transition Planning Committee

Policies and Procedures

Code of Conduct

Amendments to the Charter

Addendums
FY2017 Membership
OVERVIEW

Name
The name of this entity is The Partnership to Prevent and End Homelessness in the City of Alexandria. For purposes of this document, “The Partnership” will be used.

The Vision for The Partnership
Within the City of Alexandria, no one experiences homelessness – no one is without a safe, suitable, and stable place to call home.

Purpose of The Partnership
The Partnership serves as the Continuum of Care (CoC) in the City of Alexandria, The purpose of The Partnership is to ensure the planning, coordination and implementation of an effective and efficient system-wide response to homelessness within the City of Alexandria; to promote community-wide planning and commitment to the goal of ending homelessness; to secure funding for efforts to prevent homelessness and rapidly rehouse homeless individuals and families; to promote access to and strategic use of mainstream resources; to optimize self-sufficiency among persons experiencing homelessness; and to improve data collection and community performance measurement. The Partnership oversees and coordinates the delivery of prevention and homeless services, and the implementation of the Strategic Plan to Prevent and End Homelessness in the City of Alexandria, Virginia.

Purpose of the Governance Charter
The Governance Charter:
• Defines the structure of The Partnership
• Defines the process for recruiting membership
• Designates and defines the roles of the Collaborative Applicant, the Coordinated Assessment Lead Agency, the Homeless Management Information Systems (HMIS) Lead Agency, the Point in Time (PIT) Lead Agency
• Outlines governance roles and responsibilities of the Governing Board
• Defines the membership and roles of the committees
• Defines the process for appointing additional committees and workgroups
• Defines the CoC’s Code of Conduct
ORGANIZATIONAL STRUCTURE
Membership of The Partnership
The Partnership is a collaborative group representing public and private stakeholders providing services or resources to persons experiencing or are at risk of homelessness in the City of Alexandria, Virginia, or who have an interest in housing affordability in the city. The Partnership is committed to ensuring a broad, diverse, active membership reflective of the City of Alexandria community. Membership includes stakeholders such as:

- Homeless services providers
- Government agencies
- Elected officials
- Domestic violence service providers
- Faith based organizations
- Businesses
- Consumers/former consumers
- Advocates
- Alexandria Redevelopment Housing Authority (ARHA)
- Alexandria City Public Schools (ACPS)
- Social services providers
- Mental health services providers
- Youth services providers
- Substance abuse service providers
- Affordable housing developers and landlords
- Law enforcement
- Veterans service organizations
- Universities/Community Colleges
- Hospitals

Requests for membership are forwarded to and managed by the Membership Committee for consideration.

Governing Board
The Governing Board creates the vision, develops and approves policy and collaborative funding applications, appoints committees and workgroups, ensures accountability, and provides leadership and advocacy for The Partnership’s efforts to prevent and end homelessness. It is the primary decision-making group for The Partnership. The Governing Board meets no less frequently than four times per year and is comprised of no less than 7 and no more than 18 representatives of The Partnership who carry the authority from their respective entities to make decisions and/or allocate resources for solutions to prevent and end homelessness. The board includes at least one homeless or formerly homeless individual. Members of the Governing Board and officers are elected in accordance with procedures specified in the Bylaws.

OFFICIAL DESIGNATIONS

Official Designations by The Partnership
The Partnership is responsible for addressing the response to homelessness through a coordinated community-based process of identifying needs, and building a system of housing and services that address those needs. In order to identify needs based on verifiable data, develop a strategic plan and annual action steps that address the identified needs of individuals and families at-risk of or experiencing homelessness, and ensure a system-wide evaluation of the community’s response to homelessness, the following designations have been made.

Collaborative Applicant
The Collaborative Applicant is the eligible applicant designated to apply for federal CoC, state collaborative, and other grant opportunities on behalf of The Partnership. The Governing Board is
responsible for designating the Collaborative Applicant and has designated the City of Alexandria. The contact is the DCHS/Office of Community Services staff. The duties include:

- Coordinating the application for CoC planning funds on behalf of The Partnership;
- Maintaining the authority to certify and submit the CoC and State homeless assistance funding applications, including ESG subrecipient funding;
- Collecting and combining the application information for all applicants for all projects;
- Coordinating and conducting oversight of the CoC planning efforts, and monitoring recipient performance;
- Ensuring updated information, announcements, and ranking processes are included on The Partnership’s webpage;
- Compiling outcomes of projects funded under the CoC and State programs, including ESG, and relaying information about underperforming projects to the Monitoring & Evaluation Committee;
- Submitting The Partnership’s collaborative application for State funding opportunities
- Calling for Governing Board agenda items monthly from the membership and preparing the agenda.

Coordinated Assessment Lead Agency
The Coordinated Assessment lead agency is responsible for managing the entry point into the local homeless services system, and ensuring all residents have equal access and receive a standard evaluation of service needs. This includes application of an objective assessment tool to triage residents towards the most appropriate CoC assistance for which they are qualified. The Governing Board is responsible for designating a Coordinated Assessment Lead and has designated the City of Alexandria.

HMIS Lead Agency
The HMIS Lead Agency oversees the day-to-day administration of the HMIS; develops plans, policies and procedures; executes agency participation and user agreements; and provides technical support and training. The Governing Board is responsible for designating an HMIS Lead and has designated the City of Alexandria. The contact is the DCHS/Office of Community Services staff. The duties include:

- Provides staffing for the management of HMIS
- Maintains written policies and procedures
- Oversees the day-to-day administration of the HMIS system
- Provides training on software and related issues
- Provides technical support to participating agencies
- Ensures agency participation and maintains executed agency user agreements
- Regularly monitors participating agencies for compliance
- Ensures agencies are collecting all necessary data to produce required reporting
- Ensures system integrity and availability
- Ensures HMIS software is capable of producing required reporting
- Regularly reviews data quality against established benchmarks and reports to CoC and Gaps and Needs Committee
- Ensures accuracy of CoC NOFA and AHAR reporting

The HMIS Lead Agency has authority to select a contractor to assist with developing and improving HMIS functions and reports.
PIT Lead Agency
The PIT lead agency is responsible for conducting the annual Point in Time count of all homeless persons residing within the CoC’s entire geographic area and reporting PIT enumeration to Federal, State, and local authorities. This includes developing a process to administer PIT surveys to the sheltered and unsheltered homeless populations, collecting and de-duplicating survey results, and providing guidance for data analysis. The Governing Board is responsible for designating a PIT Lead and has designated the City of Alexandria. The PIT Count occurs during the last week of January.

COMMITTEES

Creation and Operation of Committees
Members from The Partnership are appointed by the Governing Board or volunteer for membership on the various committees. If a new committee is needed to meet a particular need of The Partnership, it may be recommended to the Governing Board for approval. The Committee Chair and Vice Chair will be elected by the committee. The committees meet at least quarterly, more often as necessary, and provide a progress report on their Strategic Plan strategies to the Partnership prior to each Governing Board meeting. Committees are the primary avenue through which coordination, collaboration and progress towards strategic plan targets are achieved. Suggestions for changes in programs, processes, and procedures are recommended by committees to the Governing Board for review and approval. In addition, committees provide recommendations for resource allocation to the Governing Board for action.

Advocacy Committee
The Advocacy Committee consists of members of the Partnership and other advocates in the community interested in working for the adoption of public policies and resources that address the housing and human service needs of homeless persons and families and those with extremely low incomes. Advocacy activities include building community awareness and knowledge regarding the causes of homelessness, meetings with elected officials and testimony at public hearings.

Communications Committee
The Communications Committee consists of members with interest in, and knowledge of, effective communication practices and procedures as well as CoC activities. This Committee is responsible for disseminating pertinent information to other members of the Partnership or to the public as necessary. The Committee develops materials to educate the community on the issue of homelessness in Alexandria, the extent of homelessness and efforts to address it, and resources available to residents. The Committee is also tasked with maintaining communication among service providers within the CoC, and identifying ways to improve processes for information sharing.

Employment Committee
The Employment Committee consists of members of various agencies within the CoC and other public and private organizations familiar with the employment issues, especially related to individuals with barriers to employment. The Employment Committee is responsible for identifying existing employment efforts among CoC member agencies, finding opportunities to coordinate employment efforts among these agencies, identifying barriers and challenges to employing persons experiencing homelessness and those at risk of homelessness and recommending to the Governing Board solutions to reducing or eliminating those barriers and challenges. Also, the Committee is responsible for identifying the training needs of persons experiencing homelessness and those at risk of homelessness.

The Partnership to Prevent and End Homelessness in the City of Alexandria
as well as opportunities to enhance the job skills of those persons.

**Gaps and Needs Committee**
The Gaps and Needs Committee consists of the HMIS Administrator, collaborative applicant staff, several direct service providers and interested members from The Partnership. The Committee is responsible for reviewing the portfolio of programs and services to prevent and end homelessness within the community to identify any duplication of programs and services. The Committee also works with The Partnership’s program-focused committees to monitor and assess progress toward accomplishing The Partnership’s annual implementation plan for its Strategic Plan. In addition to assessing existing programs and services, the Committee uses HMIS data and collaborative work with The Partnership’s program-focused committees to identify gaps and unmet needs to preventing and ending homelessness in Alexandria and recommends strategies to resolve them. As the primary user of the HMIS data, the Committee is responsible for assessing, monitoring, and reporting on the quality and usefulness of the HMIS data, and works closely with data providers to ensure a high level of data integrity. It also provides advice and technical assistance to The Partnership’s program-focused committees regarding data collection, quality and use. The Committee makes recommendations to the Governing Board on a variety of issues including specific gaps and how to better leverage resources among existing programs and services, how to improve the quality and usefulness of the HMIS data, and how best to align programs to reach The Partnership’s goals.

**Health Committee**
The Health Committee consists of members of various agencies within the CoC and other public and private organizations within the City of Alexandria familiar with primary and behavioral health services and benefits for adults and children experiencing homelessness. The Health Committee is responsible for identifying, in collaboration with the Gaps and Needs Committee, the health needs of adults and children experiencing homelessness, identifying existing health services provided by CoC member agencies and other organizations within Alexandria, assessing whether people experiencing homelessness are accessing available health services and benefits and for those who are not, recommending to the Governing Board solutions to increase access to health services. The Health Committee also will follow state actions regarding implementation of the Affordable Care Act as such issues concern adults and children experiencing homelessness. This Committee should also work closely with the Partnership’s Transition Planning Committee.

**Housing Crisis Response Committee**
The Housing Crisis Response Committee consists of members of various agencies within our CoC including management and frontline staff from the Homeless Services Assessment Center, prevention/diversion services, Emergency Shelters, Rapid Rehousing providers, Transitional Housing Providers, Community Services Board staff and the HMIS Administrator. The purpose of the Committee is to provide oversight for the provision of services and resources within the Housing Crisis Response System as well as to develop policies and procedures for its effective and efficient operation. The Committee collects and analyzes data every quarter from all programs in the CoC to evaluate system efficacy in order to achieve desired outcomes. The goal of the Committee is to assist the CoC with aligning services with best practices that will make homelessness rare, brief, and non-recurring in the City of Alexandria.

**Membership Committee**
The Membership Committee consists of members of The Partnership interested in ensuring a broad,
The Partnership to Prevent and End Homelessness in the City of Alexandria

The Partnership’s members; maintain the list of current membership; evaluate gaps in membership and solicit applicants for membership who will fill those gaps; ensure that membership information is available to the public on The Partnership’s website page; and create and provide an orientation packet to new members.

**Monitoring and Evaluation Committee**
The Monitoring and Evaluation Committee is comprised of CoC Governing Board Members, and lead agency staff from other CoC service providers. The committee updates and implements the annual monitoring and evaluation process through a tool that measures agency capacity and adherence to funding regulations, as well as program performance and client outcome metrics. The Monitoring and Evaluation tools are reviewed by the Monitoring and Evaluation Committee, producing a quantitative score and highlighting areas of improvement for each program. Programs that underperform in this process may be recommended to undergo the “Required Technical Assistance” procedure, conducted by the Monitoring and Evaluation Committee. Results from Monitoring and Evaluation are used extensively in project ranking processes.

**Ranking Committee**
The Ranking Committee is approved by the CoC Governing Board. It is comprised of community members and Governing Board representatives with knowledge of local homeless services and human services, but without connection to direct assistance programs within the CoC. The Ranking Committee meets as necessary during annual funding application processes to objectively rank CoC programs based on Monitoring and Evaluation results, and other performance metrics.

**Strategic Planning Committee**
The Strategic Planning Committee, comprised of the Chair and Vice-Chair of the Governing Board, the Chairs from each committee as well as at-large members, develops and oversees the planning of system strategies to end homelessness in the City of Alexandria, recommends proactive solutions, and evaluates the continuum’s progress toward that goal. The work of the Committee is reflected in the Strategic Plan to Prevent and End Homelessness in the City of Alexandria. The committee is responsible for reviewing Federal and State Plans, as well as ensuring that the local plan reflects the needs of the City of Alexandria community. Annual strategies, initiatives and targets are established based on data obtained from the Gaps and Needs Committee.

**Transition Planning Committee**
The Transition Planning Committee consists of members familiar with the various discharge plans of institutions in the region as they relate to those persons experiencing homelessness. The primary focus of the Committee is the evaluation and elimination of barriers and challenges to obtaining housing upon discharge from institutions, and creating policies and procedures that ensure persons exiting institutions, including foster care, health care, mental health and corrections, are not entering homelessness.

**POLICIES AND PROCEDURES**

**HMIS Policies and Procedures**
The Alexandria CoC’s HMIS is an integral aspect of all operations, data collection, reporting,
coordinated system management, and program monitoring and evaluation. Detailed HMIS policies and procedures can be found in the “HMIS Manual.”

**Monitoring and Evaluation Policies**
The CoC has implemented a comprehensive Monitoring and Evaluation Process which is overseen by the Monitoring and Evaluation Committee. The process is updated annually to reflect changes in funding regulations and community priorities. Detailed Monitoring and Evaluation policies can be found in the “Monitoring and Evaluation Process.”

**Required Technical Assistance (TA) and Reallocation Policies**
The Monitoring and Evaluation Committee makes recommendations to the CoC Governing Board for underperforming programs to follow a Required TA procedure up until the start of the next annual Monitoring and Evaluation process. Programs undergoing Required TA are ineligible to apply for any bonus funding through the CoC. If a program is endorsed by the Governing Board to participate in Required TA for two consecutive cycles and still performs poorly in Monitoring and Evaluation, it will be recommended to the CoC Governing Board for Reallocation. Detailed Required TA and Reallocation policies are outlined in the “CoC Required Technical Assistance and Reallocation Policy.”

Criteria to be considered for recommendation of Required TA or Reallocation include:

- Previous Project Ranking results
- Previous Monitoring and Evaluation results
- Previous Required TA results (if applicable)
- Ongoing program performance
- Financial stewardship
- Alignment with HUD and Alexandria’s Strategic Planning Targets

In all instances of reallocation, a request for proposals (RFP) will be widely distributed to solicit proposals for use of reallocated funds. Specifics of the RFP will vary according to funding guidance and local strategic goals being pursued at time of reallocation.

**CoC Project Review, Selection, and Ranking**
The Ranking Committee meets during the annual CoC Program Competition to rank all new and renewal projects. All renewal projects that have not been reallocated and all new project proposals selected by the Ranking Committee which complete their Project Application by the deadline are selected for inclusion in the CoC Application. The Ranking Committee discusses each year’s guidance from HUD, past project performance, as well as community priorities.

The Ranking Committee reviews detailed information on all projects and discusses them each in detail before achieving consensus on Final CoC Rankings. Ranking criteria include: project type, population served, performance on Monitoring and Evaluation or Required Technical Assistance, agency fiscal and management capacity, as well as timely and accurate deliverables throughout the grant cycle.

All grantees are directly notified of Final CoC Rankings, and rankings are made available to the public on the CoC’s Webpage.

**CODE OF CONDUCT**
The Partnership requires that all members conduct themselves in a professional and courteous manner. Members are expected to adhere to the following standards:

- Partnership members should avoid any conduct that may place the member in a conflict of interest or creates the appearance thereof. Conflicts of interest arise when members or officers use their membership to gain advantages for the organization they represent or for personal gain or for the personal benefit of others, such as family members or friends.
- Partnership members are prohibited from accepting payment or services from others for personal gain or in exchange for favors or special preference for the organization that they represent.
- No Partnership member participates in the selection, award, or administration of a contract or grant if a real or apparent conflict of interest is involved. Such a conflict arises when the member, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm or organization selected for an award unless the financial or other interest is not substantial. In the case of insubstantial conflict, such conflict should be disclosed to the Chair or Vice Chair.
- Members neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, or parties to sub-agreements unless the gift is an unsolicited item of nominal value.
- Any Partnership member who has reason to believe that this Code of Conduct has been violated by another member should report such belief to the Chair or Vice Chair.
- Members of the Governing Board or of committees may be exposed to information which is confidential or privileged and proprietary in nature. It is the policy of The Partnership that such information must be kept confidential and must not be disclosed to any person, including their relatives, friends, or business and professional associates.

AMENDMENTS TO THE GOVERNANCE CHARTER

The Governance Document will be reviewed annually at the June Governing Board meeting. It may be amended by a majority vote of the members attending a Governing Board meeting, as long as the draft amended document has been provided to the Governing Board members at least five business days in advance of the vote.
### Total Population PIT Count Data

<table>
<thead>
<tr>
<th></th>
<th>2016 PIT</th>
<th>2017 PIT</th>
<th>2018 PIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sheltered and Unsheltered Count</td>
<td>224</td>
<td>211</td>
<td>226</td>
</tr>
<tr>
<td>Emergency Shelter Total</td>
<td>153</td>
<td>133</td>
<td>164</td>
</tr>
<tr>
<td>Safe Haven Total</td>
<td>12</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>Transitional Housing Total</td>
<td>47</td>
<td>49</td>
<td>35</td>
</tr>
<tr>
<td>Total Sheltered Count</td>
<td>212</td>
<td>193</td>
<td>211</td>
</tr>
<tr>
<td>Total Unsheltered Count</td>
<td>12</td>
<td>18</td>
<td>15</td>
</tr>
</tbody>
</table>

### Chronically Homeless PIT Counts

<table>
<thead>
<tr>
<th></th>
<th>2016 PIT</th>
<th>2017 PIT</th>
<th>2018 PIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sheltered and Unsheltered Count of Chronically Homeless Persons</td>
<td>47</td>
<td>43</td>
<td>60</td>
</tr>
<tr>
<td>Sheltered Count of Chronically Homeless Persons</td>
<td>36</td>
<td>29</td>
<td>51</td>
</tr>
<tr>
<td>Unsheltered Count of Chronically Homeless Persons</td>
<td>11</td>
<td>14</td>
<td>9</td>
</tr>
<tr>
<td>Homeless Households with Children PIT Counts</td>
<td>2016 PIT</td>
<td>2017 PIT</td>
<td>2018 PIT</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>Total Sheltered and Unsheltered Count of the Number of Homeless Households with Children</td>
<td>28</td>
<td>30</td>
<td>29</td>
</tr>
<tr>
<td>Sheltered Count of Homeless Households with Children</td>
<td>28</td>
<td>30</td>
<td>29</td>
</tr>
<tr>
<td>Unsheltered Count of Homeless Households with Children</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Homeless Veteran PIT Counts</th>
<th>2011</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sheltered and Unsheltered Count of the Number of Homeless Veterans</td>
<td>27</td>
<td>5</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Sheltered Count of Homeless Veterans</td>
<td>24</td>
<td>5</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Unsheltered Count of Homeless Veterans</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
### HMIS Bed Coverage Rate

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Total Beds in 2018 HIC</th>
<th>Total Beds in 2018 HIC Dedicated for DV</th>
<th>Total Beds in HMIS</th>
<th>HMIS Bed Coverage Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter (ES) Beds</td>
<td>145</td>
<td>21</td>
<td>124</td>
<td>100.00%</td>
</tr>
<tr>
<td>Safe Haven (SH) Beds</td>
<td>12</td>
<td>0</td>
<td>12</td>
<td>100.00%</td>
</tr>
<tr>
<td>Transitional Housing (TH) Beds</td>
<td>48</td>
<td>0</td>
<td>48</td>
<td>100.00%</td>
</tr>
<tr>
<td>Rapid Re-Housing (RRH) Beds</td>
<td>109</td>
<td>0</td>
<td>109</td>
<td>100.00%</td>
</tr>
<tr>
<td>Permanent Supportive Housing (PSH) Beds</td>
<td>47</td>
<td>0</td>
<td>47</td>
<td>100.00%</td>
</tr>
<tr>
<td>Other Permanent Housing (OPH) Beds</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>100.00%</td>
</tr>
<tr>
<td>Total Beds</td>
<td>364</td>
<td>21</td>
<td>343</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
### PSH Beds Dedicated to Persons Experiencing Chronic Homelessness

<table>
<thead>
<tr>
<th>Chronically Homeless Bed Counts</th>
<th>2016 HIC</th>
<th>2017 HIC</th>
<th>2018 HIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of CoC Program and non-CoC Program funded PSH beds dedicated for use by chronically homeless persons identified on the HIC</td>
<td>13</td>
<td>13</td>
<td>17</td>
</tr>
</tbody>
</table>

### Rapid Rehousing (RRH) Units Dedicated to Persons in Household with Children

<table>
<thead>
<tr>
<th>Households with Children</th>
<th>2016 HIC</th>
<th>2017 HIC</th>
<th>2018 HIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>RRH units available to serve families on the HIC</td>
<td>18</td>
<td>34</td>
<td>24</td>
</tr>
</tbody>
</table>

### Rapid Rehousing Beds Dedicated to All Persons

<table>
<thead>
<tr>
<th>All Household Types</th>
<th>2016 HIC</th>
<th>2017 HIC</th>
<th>2018 HIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>RRH beds available to serve all populations on the HIC</td>
<td>63</td>
<td>106</td>
<td>109</td>
</tr>
</tbody>
</table>
Measure 1: Length of Time Persons Remain Homeless

This measure the number of clients active in the report date range across ES, SH (Metric 1.1) and then ES, SH and TH (Metric 1.2) along with their average and median length of time homeless. This includes time homeless during the report date range as well as prior to the report start date, going back no further than October, 1, 2012.

**Metric 1.1: Change in the average and median length of time persons are homeless in ES and SH projects.**

**Metric 1.2: Change in the average and median length of time persons are homeless in ES, SH, and TH projects.**

a. This measure is of the client’s entry, exit, and bed night dates strictly as entered in the HMIS system.

<table>
<thead>
<tr>
<th></th>
<th>Universe (Persons)</th>
<th>Average LOT Homeless (bed nights)</th>
<th>Median LOT Homeless (bed nights)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Persons in ES and SH</td>
<td>671</td>
<td>688</td>
<td>91</td>
</tr>
<tr>
<td>1.2 Persons in ES, SH, and TH</td>
<td>751</td>
<td>748</td>
<td>116</td>
</tr>
</tbody>
</table>

b. This measure is based on data element 3.17.

This measure includes data from each client’s Living Situation (Data Standards element 3.917) response as well as time spent in permanent housing projects between Project Start and Housing Move-In. This information is added to the client’s entry date, effectively extending the client’s entry date backward in time. This “adjusted entry date” is then used in the calculations just as if it were the client’s actual entry date.

The construction of this measure changed, per HUD’s specifications, between FY 2016 and FY 2017. HUD is aware that this may impact the change between these two years.
## FY2017 - Performance Measurement Module (Sys PM)

<table>
<thead>
<tr>
<th></th>
<th>Universe (Persons)</th>
<th>Average LOT Homeless (bed nights)</th>
<th>Median LOT Homeless (bed nights)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Submitted FY 2016</td>
<td>FY 2017</td>
<td>Submitted FY 2016</td>
</tr>
<tr>
<td>1.1 Persons in ES, SH, and PH</td>
<td>656</td>
<td>693</td>
<td>197</td>
</tr>
<tr>
<td>(prior to &quot;housing move in&quot;)</td>
<td></td>
<td>267</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>81</td>
<td>99</td>
<td>18</td>
</tr>
<tr>
<td>1.2 Persons in ES, SH, TH, and</td>
<td>735</td>
<td>754</td>
<td>219</td>
</tr>
<tr>
<td>PH (prior to &quot;housing move</td>
<td></td>
<td>294</td>
<td>75</td>
</tr>
<tr>
<td>in&quot;)</td>
<td>101</td>
<td>109</td>
<td>8</td>
</tr>
</tbody>
</table>

---

2018 HDX Competition Report

8/2/2018 10:24:52 AM
Measure 2: The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness

This measures clients who exited SO, ES, TH, SH or PH to a permanent housing destination in the date range two years prior to the report date range. Of those clients, the measure reports on how many of them returned to homelessness as indicated in the HMIS for up to two years after their initial exit.

After entering data, please review and confirm your entries and totals. Some HMIS reports may not list the project types in exactly the same order as they are displayed below.

<table>
<thead>
<tr>
<th>Exit Type</th>
<th>Total # of Persons who Exited to a Permanent Housing Destination (2 Years Prior)</th>
<th>Returns to Homelessness in Less than 6 Months</th>
<th>Returns to Homelessness from 6 to 12 Months</th>
<th>Returns to Homelessness from 13 to 24 Months</th>
<th>Number of Returns in 2 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exit was from SO</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Exit was from ES</td>
<td>191</td>
<td>23</td>
<td>10</td>
<td>5</td>
<td>38</td>
</tr>
<tr>
<td>Exit was from TH</td>
<td>72</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Exit was from SH</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Exit was from PH</td>
<td>87</td>
<td>4</td>
<td>2</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td>TOTAL Returns to Homelessness</td>
<td>353</td>
<td>29</td>
<td>12</td>
<td>13</td>
<td>54</td>
</tr>
</tbody>
</table>

Measure 3: Number of Homeless Persons

Metric 3.1 – Change in PIT Counts
2018 HDX Competition Report
FY2017 - Performance Measurement Module (Sys PM)

This measures the change in PIT counts of sheltered and unsheltered homeless person as reported on the PIT (not from HMIS).

<table>
<thead>
<tr>
<th>Universe: Total PIT Count of sheltered and unsheltered persons</th>
<th>January 2016 PIT Count</th>
<th>January 2017 PIT Count</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter Total</td>
<td>224</td>
<td>211</td>
<td>-13</td>
</tr>
<tr>
<td>Safe Haven Total</td>
<td>153</td>
<td>133</td>
<td>-20</td>
</tr>
<tr>
<td>Transitional Housing Total</td>
<td>12</td>
<td>11</td>
<td>-1</td>
</tr>
<tr>
<td>Total Sheltered Count</td>
<td>47</td>
<td>49</td>
<td>2</td>
</tr>
<tr>
<td>Unsheltered Count</td>
<td>212</td>
<td>193</td>
<td>-19</td>
</tr>
</tbody>
</table>

Metric 3.2 – Change in Annual Counts

This measures the change in annual counts of sheltered homeless persons in HMIS.

<table>
<thead>
<tr>
<th>Universe: Unduplicated Total sheltered homeless persons</th>
<th>Submitted FY 2016</th>
<th>FY 2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter Total</td>
<td>773</td>
<td>752</td>
<td>-21</td>
</tr>
<tr>
<td>Safe Haven Total</td>
<td>681</td>
<td>678</td>
<td>-3</td>
</tr>
<tr>
<td>Transitional Housing Total</td>
<td>20</td>
<td>19</td>
<td>-1</td>
</tr>
<tr>
<td>Transitional Housing Total</td>
<td>111</td>
<td>83</td>
<td>-28</td>
</tr>
</tbody>
</table>
Measure 4: Employment and Income Growth for Homeless Persons in CoC Program-funded Projects

Metric 4.1 – Change in earned income for adult system stayers during the reporting period

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2016</th>
<th>FY 2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Number of adults (system stayers)</td>
<td>22</td>
<td>34</td>
<td>12</td>
</tr>
<tr>
<td>Number of adults with increased earned income</td>
<td>0</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Percentage of adults who increased earned income</td>
<td>0%</td>
<td>9%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Metric 4.2 – Change in non-employment cash income for adult system stayers during the reporting period

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2016</th>
<th>FY 2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Number of adults (system stayers)</td>
<td>22</td>
<td>34</td>
<td>12</td>
</tr>
<tr>
<td>Number of adults with increased non-employment cash income</td>
<td>3</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>Percentage of adults who increased non-employment cash income</td>
<td>14%</td>
<td>32%</td>
<td>18%</td>
</tr>
</tbody>
</table>

Metric 4.3 – Change in total income for adult system stayers during the reporting period

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2016</th>
<th>FY 2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Number of adults (system stayers)</td>
<td>22</td>
<td>34</td>
<td>12</td>
</tr>
<tr>
<td>Number of adults with increased total income</td>
<td>3</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>Percentage of adults who increased total income</td>
<td>14%</td>
<td>38%</td>
<td>24%</td>
</tr>
</tbody>
</table>
## Metric 4.4 – Change in earned income for adult system leavers

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2016</th>
<th>FY 2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Number of adults who exited (system leavers)</td>
<td>12</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>Number of adults who exited with increased earned income</td>
<td>1</td>
<td>0</td>
<td>-1</td>
</tr>
<tr>
<td>Percentage of adults who increased earned income</td>
<td>8%</td>
<td>0%</td>
<td>-8%</td>
</tr>
</tbody>
</table>

## Metric 4.5 – Change in non-employment cash income for adult system leavers

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2016</th>
<th>FY 2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Number of adults who exited (system leavers)</td>
<td>12</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>Number of adults who exited with increased non-employment cash income</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Percentage of adults who increased non-employment cash income</td>
<td>0%</td>
<td>15%</td>
<td>15%</td>
</tr>
</tbody>
</table>

## Metric 4.6 – Change in total income for adult system leavers

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2016</th>
<th>FY 2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Number of adults who exited (system leavers)</td>
<td>12</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>Number of adults who exited with increased total income</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Percentage of adults who increased total income</td>
<td>8%</td>
<td>15%</td>
<td>7%</td>
</tr>
</tbody>
</table>
**Measure 5: Number of persons who become homeless for the 1st time**

Metric 5.1 – Change in the number of persons entering ES, SH, and TH projects with no prior enrollments in HMIS

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2016</th>
<th>FY 2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Person with entries into ES, SH or TH during the reporting period.</td>
<td>664</td>
<td>625</td>
<td>-39</td>
</tr>
<tr>
<td>Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.</td>
<td>175</td>
<td>189</td>
<td>14</td>
</tr>
<tr>
<td>Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time)</td>
<td>489</td>
<td>436</td>
<td>-53</td>
</tr>
</tbody>
</table>

Metric 5.2 – Change in the number of persons entering ES, SH, TH, and PH projects with no prior enrollments in HMIS

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2016</th>
<th>FY 2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Person with entries into ES, SH, TH or PH during the reporting period.</td>
<td>711</td>
<td>673</td>
<td>-38</td>
</tr>
<tr>
<td>Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.</td>
<td>202</td>
<td>222</td>
<td>20</td>
</tr>
<tr>
<td>Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time.)</td>
<td>509</td>
<td>451</td>
<td>-58</td>
</tr>
</tbody>
</table>
Measure 6: Homeless Prevention and Housing Placement of Persons defined by category 3 of HUD’s Homeless Definition in CoC Program-funded Projects

This Measure is not applicable to CoCs in FY2017 (Oct 1, 2016 - Sept 30, 2017) reporting period.

Measure 7: Successful Placement from Street Outreach and Successful Placement in or Retention of Permanent Housing

Metric 7a.1 – Change in exits to permanent housing destinations

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2016</th>
<th>FY 2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Persons who exit Street Outreach</td>
<td>8</td>
<td>22</td>
<td>14</td>
</tr>
<tr>
<td>Of persons above, those who exited to temporary &amp; some institutional destinations</td>
<td>2</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Of the persons above, those who exited to permanent housing destinations</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>% Successful exits</td>
<td>25%</td>
<td>41%</td>
<td>16%</td>
</tr>
</tbody>
</table>

Metric 7b.1 – Change in exits to permanent housing destinations
## FY2017 - Performance Measurement Module (Sys PM)

### Table 1: Change in exit to or retention of permanent housing

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2016</th>
<th>FY 2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Persons in ES, SH, TH and PH-RRH who exited, plus persons in other PH projects who exited without moving into housing</td>
<td>571</td>
<td>588</td>
<td>17</td>
</tr>
<tr>
<td>Of the persons above, those who exited to permanent housing destinations</td>
<td>200</td>
<td>220</td>
<td>20</td>
</tr>
<tr>
<td>% Successful exits</td>
<td>35%</td>
<td>37%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Table 2: Change in exit to or retention of permanent housing

<table>
<thead>
<tr>
<th></th>
<th>Submitted FY 2016</th>
<th>FY 2017</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe: Persons in all PH projects except PH-RRH</td>
<td>56</td>
<td>55</td>
<td>-1</td>
</tr>
<tr>
<td>Of persons above, those who remained in applicable PH projects and those who exited to permanent housing destinations</td>
<td>54</td>
<td>50</td>
<td>-4</td>
</tr>
<tr>
<td>% Successful exits/retention</td>
<td>96%</td>
<td>91%</td>
<td>-5%</td>
</tr>
</tbody>
</table>

### Metric 7b.2 – Change in exit to or retention of permanent housing

- **Universe**: Persons in ES, SH, TH and PH-RRH who exited, plus persons in other PH projects who exited without moving into housing.
- **Submitted FY 2016**: 571
- **FY 2017**: 588
- **Difference**: 17
- **% Successful exits**: 35% (Submitted) vs. 37% (FY 2017), **Difference**: 2%

- **Universe**: Persons in all PH projects except PH-RRH.
- **Submitted FY 2016**: 56
- **FY 2017**: 55
- **Difference**: -1
- **% Successful exits/retention**: 96% (Submitted) vs. 91% (FY 2017), **Difference**: -5%
This is a new tab for FY 2016 submissions only. Submission must be performed manually (data cannot be uploaded). Data coverage and quality will allow HUD to better interpret your Sys PM submissions.

Your bed coverage data has been imported from the HIC module. The remainder of the data quality points should be pulled from data quality reports made available by your vendor according to the specifications provided in the HMIS Standard Reporting Terminology Glossary. You may need to run multiple reports into order to get data for each combination of year and project type.

You may enter a note about any field if you wish to provide an explanation about your data quality results. This is not required.
## 2018 HDX Competition Report
### FY2017 - SysPM Data Quality

<table>
<thead>
<tr>
<th></th>
<th>All ES, SH</th>
<th>All TH</th>
<th>All PSH, OPH</th>
<th>All RRH</th>
<th>All Street Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Number of non-DV Beds on HIC</td>
<td>157</td>
<td>203</td>
<td>203</td>
<td>136</td>
<td>83</td>
</tr>
<tr>
<td>2. Number of HMIS Beds</td>
<td>157</td>
<td>203</td>
<td>203</td>
<td>136</td>
<td>83</td>
</tr>
<tr>
<td>3. HMIS Participation Rate from HIC (%)</td>
<td>100.00</td>
<td>100.00</td>
<td>100.00</td>
<td>100.00</td>
<td>100.00</td>
</tr>
<tr>
<td>4. Unduplicated Persons Served (HMIS)</td>
<td>877</td>
<td>781</td>
<td>671</td>
<td>688</td>
<td>123</td>
</tr>
<tr>
<td>5. Total Leavers (HMIS)</td>
<td>748</td>
<td>699</td>
<td>566</td>
<td>580</td>
<td>59</td>
</tr>
<tr>
<td>6. Destination of Don't Know, Refused, or Missing (HMIS)</td>
<td>351</td>
<td>202</td>
<td>61</td>
<td>130</td>
<td>3</td>
</tr>
<tr>
<td>7. Destination Error Rate (%)</td>
<td>46.93</td>
<td>28.90</td>
<td>10.78</td>
<td>22.41</td>
<td>5.08</td>
</tr>
</tbody>
</table>
# 2018 HDX Competition Report

## Submission and Count Dates for VA-603 - Alexandria CoC

### Date of PIT Count

| Date CoC Conducted 2018 PIT Count | 1/24/2018 |

### Report Submission Date in HDX

<table>
<thead>
<tr>
<th>Submitted On</th>
<th>Met Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018 PIT Count Submittal Date</td>
<td>4/26/2018</td>
</tr>
<tr>
<td>2018 HIC Count Submittal Date</td>
<td>4/26/2018</td>
</tr>
<tr>
<td>2017 System PM Submittal Date</td>
<td>5/30/2018</td>
</tr>
</tbody>
</table>
# Housing Crisis Response System

Standard Operating Procedures

Effective Date: July 1, 2017

Revision No.: 1.0

Document Control No: PPEH2.1

<table>
<thead>
<tr>
<th>Action By:</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authored By:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Crisis Response Workgroup</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reviewed &amp; Approved By:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Partnership Governing Board Co-Chairs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shannon Steene and Lynn Thomas</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Table of Contents

**OVERVIEW** ........................................................................................................................................... 4

**History of Access to Homeless Services** ............................................................................................... 4

**Background Driving the Need for Change** ............................................................................................. 4

**City of Alexandria Continuum of Care Response** ................................................................................. 4

**Housing Crisis Response System Overview** .......................................................................................... 5

**Homeless Services Assessment Center** .................................................................................................. 6

**Procedures** ........................................................................................................................................... 6

**Purpose** ................................................................................................................................................ 6

**Applicability / Scope** ............................................................................................................................ 6

**Assessment** ........................................................................................................................................... 7

**Step-by-Step Procedure** ....................................................................................................................... 7

**Access to Homeless Services Assessment Center** ............................................................................... 7

**Coordinated Entry Assessment and Referral** ....................................................................................... 9

**Comprehensive Assessment Tool** .......................................................................................................... 10

**Eligibility Criteria** ................................................................................................................................... 11

**Diversion Services** ............................................................................................................................... 11

**Prevention Services** ............................................................................................................................... 11

**Rapid Rehousing** .................................................................................................................................. 12

**Transitional Housing** ............................................................................................................................ 12

**Permanent Supportive Housing** .......................................................................................................... 13

**Emergency Shelter Placement** ............................................................................................................. 14

**Referral** .................................................................................................................................................. 14

**Diversion** .............................................................................................................................................. 15

**Prevention** ............................................................................................................................................ 15

**Rapid Rehousing** .................................................................................................................................. 15

**Transitional Housing** ............................................................................................................................ 16

**Permanent Supportive Housing** .......................................................................................................... 16

**Emergency Shelter** ............................................................................................................................... 18

**Intake Process** ...................................................................................................................................... 19
OVERVIEW

HISTORY OF ACCESS TO HOMELESS SERVICES
Historically, each emergency shelter has operated independently with unique forms, referral and intake processes, and operating procedures. From October 2010 to present the City of Alexandria utilized a dual intake system (a decentralized, coordinated intake for individuals; and a centralized intake for families with minor children.)

Individually self-referred to emergency shelter, including the domestic violence program. The City’s Continuum of Care (CoC) partners were advised daily of available emergency shelter bed space for individuals. Emergency shelter contact information was provided to individuals by the Department of Community and Human Services (DCHS) Customer Call Center and reception staff and other community service agencies. Referrals for intake were accepted from agencies serving persons with special needs including the City of Alexandria DCHS Community Services Board Mental Health and Substance Abuse Services; the U.S. Department of Veteran Affairs; the City of Alexandria Detention Center/Jail; the City of Alexandria Criminal Justice Services (local probation); the Virginia Department of Corrections City of Alexandria Office of Probation and Parole; and local hospitals serving City of Alexandria residents including state and private psychiatric facilities.

For families with minor children, the City utilized a centralized intake system. The Family Shelter Waiting List was maintained and the screening process conducted by the DCHS Shelter Liaison to allow for triage and shelter placement based on the immediacy of need as well as the coordination of child care or child welfare services as needed.

Individuals and families experiencing domestic violence were directed to the Domestic Violence Hotline.

Traditionally, persons seeking emergency shelter services were assisted solely based upon self-reported need. And, the Continuum of Care’s Homeless Management Information System (HMIS) database was not utilized as part of the referral process.

BACKGROUND DRIVING THE NEED FOR CHANGE
In 2005 the U.S. Department of Housing and Urban Development (HUD) conducted research which revealed that persons seeking emergency shelter did not necessarily need such critical level of services. As a result the Virginia Department of Housing and Community Development (DHCD) recommended that continuums of care create a mechanism for service providers to assist households in assessing needs and identifying resources and alternatives to homelessness prior to service provision as opposed to occurring simultaneously with service provision.

CITY OF ALEXANDRIA CONTINUUM OF CARE RESPONSE
In order to streamline the intake process, more efficiently and effectively assess the needs of persons seeking shelter, offer diversion services, best utilize community resources, and reduce the number of households entering the shelter system; the CoC proposed a Housing Crisis Response System.
• In April 2012 the Homeless Services Coordinating Committee (HSCC) Executive Committee endorsed creating standardized emergency shelter intake forms and operating procedures recommended by the DCHS Office of Community Services (OCS).

• In May 2012 the Homeless Services Coordinating Committee (HSCC) Executive Committee endorsed the establishment of a centralized intake system for individuals proposed by Carpenter’s Shelter.

• In June 2012 the Centralized Intake Planning Committee convened, co-chaired by the Carpenter’s Shelter Homeless Services & Resource Manager and the DCHS/OCS Homeless Services Coordinator.

The Planning Committee comprised of City of Alexandria homeless and community service providers and the City of Alexandria Police Department have participated in the 14-week process of conceiving, collaborating, coordinating, developing, piloting, presenting, training, and executing of the continuum of care centralized intake system.

HOUSING CRISIS RESPONSE SYSTEM OVERVIEW

The Housing Crisis Response System is the coordination of the array of services in the Continuum of Care that address the needs of those who are at risk or experiencing homelessness. The System covers the entire geographic area in the City of Alexandria.

The foundational components of the System include:

1. Homeless Services Assessment Center, centralized assessment and referral, through which members of the community request services and receive an eligibility screening and needs assessment;
2. Diversion/Prevention services, assisting households in avoiding the sheltering system when possible;
3. Rapid Rehousing, providing up to 24 months of financial and case management services for persons experiencing homelessness;
4. Transitional Housing, providing up to 24 months of intensive case management services at a project based location.
5. Permanent Supportive Housing, providing permanent housing to chronically homeless households with available supportive services to residents;
6. Other Permanent Housing; and
7. Emergency shelters, providing interim overnight housing and housing stabilization services for persons experiencing homelessness.

The Housing Crisis and Response System for individuals and families, has standardized written policies and procedures defining programmatic roles, responsibilities and expectations of all system key components.
Individuals and families are referred to diversion/prevention, emergency shelter services, rapid rehousing, transitional housing, permanent supportive housing, or other permanent housing options based on eligibility and need.

The screening verifies that persons seeking services meet Federal, State, and local requirements for eligibility. The assessment thoroughly explores individual household situations identifying three categories of housing need: 1) that which can be resolved with mainstream supports; 2) that which can be resolved with targeted short-term financial assistance; and 3) that which requires long-term housing assistance.

From initial engagement until the end of service provision and follow-up, data is fully captured in the Homeless Management Information System (HMIS) by all system service providers. The HMIS database is customized to 1) monitor households’ length of engagement 2) conduct need assessments 3) catalogue community resources 4) complete referrals and 5) track services and outcomes.

HOMELESS SERVICES ASSESSMENT CENTER
Centralized assessment and referral

- Households Seek Homeless Services
  - Individuals & Families
- HSAC Staff Conduct Household Eligibility Screening & Needs Assessment
- HSAC Staff Assign Priority Ranking
- HSAC Staff Make Appropriate Referral
- Diversion Services, Emergency Shelter, TH, or PSH Staff Conduct Intake

PROCEDURES

PURPOSE
The Housing Crisis Response System Standard Operating Procedures outline the process to efficiently and effectively screen, assess, refer, and address the needs of individuals and families experiencing a housing crisis. A coordinated assessment process is intended to increase and streamline access to housing and services for households experiencing homelessness, matches appropriate levels of housing and services based on their needs, and prioritizes persons with severe service needs for the most intensive interventions.

APPLICABILITY / SCOPE
The Housing Crisis Response System Standard Operating Procedures are used to assist any household experiencing a housing crisis in the City of Alexandria. Any project that receives the following funding sources must participate in Coordinated Entry:
• Continuum of Care (CoC)
• Emergency Solutions Grant (ESG)
• Supportive Services for Veteran Families (SSVF)

**ASSESSMENT**
At least once per year, the CoC will consult with each participating project, and with project participants, to evaluate the intake, assessment, and referral processes associated with coordinated entry. The CoC will solicit feedback addressing the quality and effectiveness of the entire coordinated entry experience for both participating projects and for households. All feedback collected will be private and must be protected as confidential information.

The CoC will employ multiple feedback methodologies each year to ensure that participating projects and households have frequent and meaningful opportunities for feedback. Each year, the CoC will use at least one of the following methods:

- Surveys designed to reach at least a representative sample of participating providers and households;
- Outside evaluation of continuum by a consulting firm;
- Focus groups of five or more participants that approximate the diversity of the participating providers and households; or
- Individual interviews with enough participating providers and households to approximate the diversity of participating households.

As part of the evaluation process, the CoC will examine how the coordinated entry system is affecting the CoC’s HUD System Performance Measures and CoC Strategic Plan Targets and vice versa.

After the feedback is collected, the feedback will be collected and presented to the Housing Response Workgroup Committee, which will meet within 60 days of when the feedback is collected to consider what changes are necessary to the coordinated entry system’s processes, policies, and procedures in light of the feedback received.

**STEP-BY-STEP PROCEDURE**

**ACCESS TO HOMELESS SERVICES ASSESSMENT CENTER**
Households experiencing a housing crisis must access through the Homeless Services Assessment Center located at Department of Community and Human Services, 2525 Mount Vernon Avenue between the hours of 8:00 a.m. to 5:00 p.m. Monday, Tuesday, Wednesday, and Friday and between the hours of 1:00 p.m. to 5:00 p.m. Thursdays (except holidays). Individuals shall walk in during regular business hours to be seen by an HSAC staff as soon as possible. Households with children shall call the Customer Call Center, at (703) 746-5700 to schedule an appointment.

After hours: If a household needs to access shelter after business hours, single households can go to Alexandria Community Shelter (ACS) and family households can go to Carpenter’s Shelter for an Emergency Overnight. The next business day, the household will be informed to walk in to 2525 Mt. Vernon Ave to see an HSAC staff member.

Translation services are available for any person needing such services, including but not limited to foreign languages, sign language interpretation and other auxiliary aids and services need to ensure effective communication.
It is the intent that persons experiencing a housing crisis are diverted from entering the shelter system whenever possible. To this end all households seeking shelter are screened for diversion/prevention services to determine if there is an opportunity to address the housing crisis with targeted assistance while averting unnecessary an entry into the shelter system.

A coordinated assessment process is intended to increase and streamline access to housing and services for households experiencing homelessness, matches appropriate levels of housing and services based on their needs, and prioritizes persons with severe service needs for the most intensive interventions. Provisions at 24 CFR 578.7(a)(8) requires that the CoC establish a coordinated assessment process.

In addition, the following are recommended as the minimum criteria for the effective implementation of the CoCs coordinated assessment process.

- Standardized—The assessment process should rely upon a standardized method and criteria to determine the appropriate type of intervention for individuals or families. This standardized process could encompass the CoC-wide use of a standardized assessment tool, as well as data driven methods.
- Improves data management—Individual tracking, resource allocation and planning, system monitoring, and reporting to the community and to funders is improved by use of a common, coordinated assessment tool.
- Non-directive—The recommendations of the tool can be overridden by the judgment of qualified professionals, especially in where there are extenuating circumstances that are not assessed by the tool that are relevant to choosing appropriate interventions. Discretion must be exercised in a nondiscriminatory manner consistent with fair housing and civil rights laws and should be subject to appropriate review to ensure it is applied judiciously.
- Mainstream resources—Effective coordinated assessment facilitates meaningful coordination between the homeless response system and the intake processes for mainstream systems. Connections should be made to public housing authorities, multifamily housing, health and mental health care, the workforce development system, and with other mainstream income and benefits as appropriate and applicable.
- Align Interventions—The various types of interventions that are available are aligned and used strategically.
- Leverage local attributes and capacity—The physical and political geography, including the capacity of partners in a community, and the opportunities unique to the community’s context, should inform local coordinated assessment implementation.
- Assess program capacity—Assess the variety and capacity of programs in the community to identify and fill critical gaps in housing and service resources and to ensure that a there is a range of options needed for a coordinated assessment system to work well.
- Outreach—The coordinated assessment system should ensure that connections and ongoing engagement occurs with those not accessing services and housing on their own. Often, these are the highest need and most at-risk people in communities.
- Privacy protections—Protections should be in place to ensure proper use of the information with consent from the client. Assessment should also be conducted in a private location.
- Fair Housing and Civil Rights—Protections should be in place to ensure compliance with all civil rights requirements, including, but not limited to, the Fair Housing Act, Title VI of the Civil Rights Act of 1964, and Section 504 of the Rehabilitation Act of 1973. The assessment tool should not seek disability-related information that is unnecessary for determining the need for housing-
related services. The coordinated assessment process should ensure that program participants are informed of rights and remedies available under applicable federal, state, and local fair housing and civil rights laws, in accordance with the requirement at 24 CFR 578.93(c)(3).

- **Training**—Initial and ongoing training on the use of the assessment tool(s) should be provided to those parties that will be administering the assessment.
- **Accessible and well-advertised**—The assessment must be well advertised and easily accessed by people seeking services or housing. The assessment must be conducted in a manner that is accessible for individuals with disabilities, ensures meaningful program access for persons with Limited English Proficiency, and is affirmatively marketed in order to reach eligible persons who are least likely to seek assistance in the absence of special outreach, in accordance with 24 CFR 578.93(c)(1).
- **Prioritization**—When resources are scarce, the coordinated assessment process should prioritize who will receive assistance based on their needs. Coordinated assessment should never result in long waiting lists for assistance. Instead, when there are many more people who are assessed to receive an intervention than there are available openings, the process should refer only individuals with the greatest needs.
- **Inform system change efforts**—Information gathered during the coordinated assessment process should identify what types of programs are most needed in the community and be used by the CoC and other community leaders to allocate resources.

**COORDINATED ENTRY ASSESSMENT AND REFERRAL**

The following occurs in the screening process:

During the assessment screening appointment the HSAC staff interview individuals and adult family members, collect household data, complete the screening form, assess household need, determine priority, and make appropriate referral assignments to diversion services, emergency shelter, rapid rehousing, transitional housing, permanent supportive housing, or other permanent housing options. Assessments are conducted in person for households experiencing a housing crisis, unless they are exiting an institution in which case an interview will be conducted via telephone.

The assessment process will not require disclosure of any specific disabilities or diagnoses. The assessment process may attempt to collect specific information about a person’s diagnoses or disabilities, but only in so far as is necessary to determine program eligibility to make appropriate referrals, or in so far as is necessary to provide a reasonable accommodation for the person being served.

**Safety Risk Screenings**

During the initial contact (phone call or walk-in), HSAC staff assess for the following safety risks:

**Domestic Violence**

Persons seeking homeless services complete an unidentified Personal Safety Questionnaire to assess the need for domestic violence shelter and/or police intervention. Prior to collecting any identifying information HSAC staff asks the following questions:

1. Are you in a safe place to talk? (Callers only.) (If no, the caller is asked to go to a safe place. If the caller is unable to find a safe place, s/he is asked if there is a need for police intervention.)
2. Why are you looking for shelter?
3. Are you afraid of anyone in your home?
4. Has anyone physically assaulted you or touched you in a harmful way at this address recently?

If “yes” is answered to questions 3 or 4 or there is otherwise an indication an immediate experience of domestic violence the screening is stopped and the caller is directed to the Domestic Violence Hotline, 703-746-4911. The completed Personal Safety Questionnaire is kept in a separate file and the data is not entered into HMIS. NOTE: Persons who are determined by the Domestic Violence Program to be ineligible for their services are redirected to HSAC.

**Sex Offenses**
Because all City of Alexandria emergency shelters serve children, the emergency shelters cannot accommodate persons who are listed on the National Sex Offender Registry. However, a sex offender screening is conducted to determine if alternative services are available when emergency shelter placement is not appropriate. If the head of household or any member of the household has been convicted of a sex offense, but is not required to register on the National Sex Offender Registry, then HSAC staff will contact an Eligibility Screening.

After completing the Personal Safety Questionnaire, HSAC staff check the National Sex Offender Registry and ask the caller if s/he or any other adult in the household has ever been convicted of a sex offense. If the answer is “yes” to either, the Eligibility Screening can be conducted over the phone to assess for the appropriateness of diversion/prevention services. In the event the person is ineligible for diversion/prevention services or if emergency shelter services are most appropriate, HSAC staff will endeavor to link them to other resources.

**COMPREHENSIVE ASSESSMENT TOOL**
The assessment tool utilized in the City of Alexandria is the “Comprehensive Assessment Tool” (National Alliance to End Homelessness). The tool provides prevention and diversion questions, and other methods for prioritizing consumers’ needs for rapid rehousing, transitional housing, or permanent supportive housing.

**Prevention/Diversion Questions**
The following questions are asked by HSAC staff to determine if the household could be assisted through Diversion/Prevention methods.

1. Where did you sleep last night? If somewhere they could potentially stay again, diversion eligible.
2. (If named a location above) Was it a safe location?
   - If YES, diversion eligible. If NO, ask “What made the location unsafe?” “Is there another place you can think of where you feel you’d be safe and could stay for a couple of nights?”
   - If YES, diversion eligible. If unsafe due to domestic violence, refer to nonresidential domestic violence services in addition to diversion resources. If NO, continue with questions, but likely diversion ineligible.
3. Why did you have to leave the place you stayed last night? Could you stay tonight at the same location?
Use information from these questions as well as any other accompanying questions you may need to ask to determine a plan for helping re-house household.

4. What would you need to help you stay where you stayed last night again?
   Determine if these resources are accessible to determine if they are diversion eligible.

5. Would it help if I contacted the person you stayed with? What is the best way to contact that person? Contact person if necessary.

If not diversion/prevention eligible, continue with assessment process.

**Housing Prioritization Tool**

Fourteen questions to assess the level of need a household presents with and provides a color coded and numerical score designed to provide the priority level of intervention needed to resolve the households homelessness. Based on the color and numerical score, households are referred to these programs. If the project type does not have available openings at the time of assessment, households will be referred to emergency shelter. While in shelter, case managers will work with clients toward the identified housing goal. This tool is used as a guide and not a final housing plan. Further assessment may reveal other housing needs.

**ELIGIBILITY CRITERIA**

**DIVERSION SERVICES**
- At imminent risk of homelessness or fleeing domestic violence
- Household income at or below 30 percent Area Median Income, set by HUD at [http://www.huduser.org/portal/datasets/il.html](http://www.huduser.org/portal/datasets/il.html)
- Has $500 or less in assets after expenses. Assets include:
  - Cash on-hand
  - Checking and savings accounts
  - Certificates of Deposit
  - Stocks and bonds
  - Deeds of Trust
  - Real Property
  - Retirement accounts, including IRA, 401ks, 457s, and SEP accounts

**NOTE:** This does not include primary, appropriate, and reasonable transportation, pension or retirement funds that cannot be accessed or primary residence for eligible mortgage assistance.

- Currently has safe living accommodations in one of the following: a) temporary housing that can be maintained for up to 14 days or b) permanent housing that can be maintained with financial assistance and/or case management services; and
- No other housing options and lack financial resources for housing.

**PREVENTION SERVICES**
- City of Alexandria Residents
  - Proof of residency – Id with City address, receipt of benefits through DCHS, child enrolled in ACPS.
  - Residents of other jurisdictions which do not have available funds may apply in Alexandria thru their local prevention agency. City of Alexandria residents are prioritized.
- Lease holders of existing or new unit; valid lease that is in compliance with tenant/landlord laws.
• Income below 30% of the Area Median Income Guideline
  [http://www.huduser.org/portal/datasets/il.html](http://www.huduser.org/portal/datasets/il.html).

• At imminent risk of becoming homeless. **No other appropriate housing options have been identified; and lacks the financial resources and support network to obtain or maintain permanent housing.**

• Assets cannot exceed $500 after budget analysis at the time of program entry. Assets include, but not limited to:
  ▪ Cash on-hand
  ▪ Checking and saving accounts
  ▪ Certificates of Deposit
  ▪ Stocks and bonds
  ▪ Deeds of Trust
  ▪ Real Property
  ▪ Motor vehicles in excess of one
  ▪ Retirement accounts, including IRA, 401ks, 457s, and SEP accounts

  *This does not include primary, appropriate, and reasonable transportation, pension or retirement funds that cannot be accessed; and*

• Households agree to sign all required forms including, but not limited to, the application, Virginia Department of Housing and Community Development forms (DHCD), Release of Information and HMIS Notification.

• All units must meet HUD’s guidelines for the following: Rent Reasonableness, Fair Market Rate and Habitability Standards.

**RAPID REHOUSING**

• No appropriate subsequent housing options have been identified; **AND**

• Lacks the financial resources and support networks needed to obtain immediate housing or remain in its existing housing; **AND**

• **Meets at least one of the following risk factors:**
  ▪ Living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels/motels paid for by charitable organizations or by federal, state, and local government programs); **OR**
  ▪ Sleeping in a place not meant for human habitation, such as cars, parks, abandoned buildings, streets/sidewalks; **OR**
  ▪ Exiting an institution for 90 days or less and was sleeping in an emergency shelter or other place not meant for human habitation (cars, parks, streets, etc.) immediately prior to entry before entering that institution; **OR**
  ▪ Fleeing or attempting to flee domestic violence (must meet one of the above mentioned risk factors as well)

**TRANSITIONAL HOUSING**

• Households must be literally homeless.

  Literally homeless can meet any of the following criteria:
  ▪ Persons who lack a fixed, regular and adequate nighttime residence or are in a place not meant for human habitation.
- Persons who are exiting from an institution where he or she residence was fewer than 90 days and the individual HUD’s definition of homelessness prior to entry into the institution/facility (e.g., jail, psychiatric hospital).
- Persons who are fleeing or are attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or family member.

- Households agree to follow program guidelines and adhere to case management agreement.
- Households and individuals must be alcohol and drug free.
- Priorities are given to City of Alexandria residents.
- Additional eligibility criteria specific to each program are detailed below:

**ALIVE! HOUSE:**
- Women and children (Transitional age youth mothers (18-24 years old), survivors of domestic violence, and other women with children who have experienced any extent of short-term or long-term trauma which requires a need for extended support services in order to develop skills (life/parenting), maintain sobriety and/or mental health services and develop support systems in order to obtain permanent housing).
- Must have the ability to complete 30 hours per week of employment, job search and/or education or vocational training.
- Must save 70% of income.

**COMMUNITY LODGINGS:**
- Applicants must be 21 years of age or older and parents must have custody of at least one minor child.
- Applicants must be employed, at least 35 hours per week, and moving toward 40 hours per week.
- If HOH has history of drug addiction, he or she must have one year of recovery time. If in drug program, he or she must have six months of documented clean time.
- Applicants must meet income guidelines that do not exceed 50% of the area’s median income.
- Adults must be willing to work on obtaining a GED or external diploma if she/he did not complete high school.
- Applicants must provide police clearances, mental and physical health evaluations and recent TB test within sixty days of enrollment in program.

**PERMANENT SUPPORTIVE HOUSING**
- Be chronically homeless
  - Individual or head of household in a family with a disability who lives either in a place not meant for human habitation, a safe haven, or in an emergency shelter, or in an institutional care facility if the individual has been living in the facility for fewer than 90 days and had been living in a place not meant for human habitation, a safe haven, or in an emergency shelter immediately before entering the institutional care facility, and
  - Must have been living as described above continuously for at least 12 months or on at least four separate occasions in the last 3 years, where the combined occasions total a length of time of at least 12 months.
• Be a resident of the City of Alexandria
• Agree to conditions of standard lease agreement.

The following will be used as a guide to prioritizing the PSH referral list:

(a) First Priority—Chronically Homeless Individuals and Families with the Longest History of Homelessness and with the Most Severe Service Needs. The chronically homeless individual or head of household of a family has been homeless and living in a place not meant for human habitation, a safe haven, or in an emergency shelter for at least 12 months either continuously or on at least four separate occasions in the last 3 years, where the cumulative total length of the four occasions equals at least 12 months; and has a NAEH Prioritization score of 10 or greater.

(b) Second Priority—Chronically Homeless Individuals and Families with the Longest History of Homelessness. The chronically homeless individual or head of household of a family has been homeless and living in a place not meant for human habitation, a safe haven, or in an emergency shelter for at least 12 months either continuously or on at least four separate occasions in the last 3 years, where the cumulative total length of the four occasions equals at least 12 months; and has a NAEH Prioritization score below 10.

(c) Third Priority—All Other Homeless Individuals and Families. The homeless individual or head of household of a family has been homeless and living in a place not meant for human habitation, a safe haven, or in an emergency shelter for an extended period of time. The family or individual may not meet HUD’s requirements of Chronic Homelessness, but has been a habitual user of homeless services and presents with very high service needs, such as serious mental illness, substance abuse disorders, other disabling conditions.

Emergency Shelter Placement

• Individuals and Families (Adults with minor children)
• Meet HUD’s definition of literally homeless or at imminent risk of homelessness
• No other immediate place to stay
• No other housing options
• No financial resources for housing
• City of Alexandria resident prioritized

Referral

Coordinated Entry will not screen out households due to perceived barriers to housing or services, including, but not limited to, too little or no income, active or a history of substance abuse, domestic violence history, resistance to receiving services, the type or extent of a disability-related services or supports that are needed, history of evictions or poor credit, lease violations or history of not being a leaseholder or criminal record.

All participants in the coordinated entry process will be freely allowed to decide what information they provide during the assessment process and to refuse to answer assessment questions. Although participants may become ineligible for some programs based on a lack of information, a participant’s
refusal to answer questions will not be used as a reason to terminate the participant’s assessment, nor will it be used as a reason to refuse to refer the participant to programs for which the participant appears to be eligible.

Assessment tools might not produce the entire body of information necessary to determine a household’s prioritization, either because of the nature of self-reporting, withheld information, or circumstances outside the scope of assessment questions. Therefore, case workers and others who work with households may provide additional information, through case conferencing or otherwise, that appears relevant to the CoC’s written prioritization policies.

HSAC staff ensures that the Eligibility Screening packet is completed for all households seeking services and that a copy is transferred to the referring program staff as applicable. Immediately following each eligibility screening interview and referral determination, HSAC staff enters household data into the HMIS database and Harmony.

**DIVERSION**
The referral generates an e-mail message to Diversion staff, which serves as the primary notification advising that a household has been referred and to check the Outstanding Referrals Report for additional information. The referral is attached to the “need” and subsequently the “service”, therefore, the client name will remain on the Outstanding Referrals Report until the service and/or need is closed. HSAC staff also provides households with a “diversion referral form” which outlines how diversion services can assist the client.

**PREVENTION**
Residents may access homeless prevention services through the Department of Community and Human Services via telephone or walk-in. In either case they talk with a trained staff about their situation and the type of assistance needed.

**RAPID REHOUSING**
Clients will not be screened out of rapid rehousing due to perceived barriers to housing or services, including, but not limited to, too little or no income, active or a history of substance abuse, domestic violence history, resistance to receiving services, the type or extent of a disability-related services or supports that are needed, history of evictions or poor credit, lease violations or history of not being a leaseholder or criminal record.

An application for RRH will be completed for all households who are prioritized with “green” on the NAEH Prioritization Tool. Applications will be pending until a plan has been developed for housing search. (See Housing Prioritization Tool)

For RRH programs the following forms are completed as part of referral packet:

- Application
- **Housing Navigation Form (HUD funded program only)**
- **Homeless Certification Form**
- **VHSP Rapid Re-housing Program Participant Eligibility Form**
- **Notice of HMIS data entry and personal privacy**
Upon enrollment in a rapid rehousing program, households meet with the RRH provider to discuss the location and amenities the household desires in housing options. A Housing Barrier Assessment is completed within 72 hours of enrollment. The Housing Barrier Assessment is used to better understand any potential limitations the household may experience while searching for housing. Staff works with households to quickly address any such barriers and help direct and navigate them toward permanent housing. Multiple housing choices within practical constraints based on the information gathered. Households are encouraged to search for housing independently; housing search assistance is offered and provided. Housing searches are using websites, relationships with existing landlords, and/or discussions with clients about other family or friends they may be able to live with. For community agency referrals, the Domestic Violence Program and Community Services Board will alternate accessing the Rapid Re-Housing Program between the Rapid Rehousing providers. Providers discuss regularly about available resources based on projections.

Once units are identified, households are assisted with the leasing up process. Activities during this process may include transportation to the unit, credit checks, talking to landlords, negotiating terms with landlords and lease signing support. (see INTAKE)

Rapid rehousing providers employ staff whose responsibility is to identify and recruit landlords and encourage them to rent to homeless households. The Landlord Engagement Committee is also responsible for the written policy and procedures for landlord recruitment activities.

TRANSITIONAL HOUSING
For all programs, referrals are received from case managers with all documentation requested, including documented proof of homelessness. Case managers are contacted to schedule an interview. Interview is conducted with potential residents.

The process is detailed below in order to better understand the process and amount of time from receipt of referral to determination of family/individual chosen for space and move-in for each program.

- Once the referral is received, the Program Director, Resident Manager and/or Program Chair (Alive! House) or the Case Manager and Executive Director (Community Lodgings) review and discuss all documentation concerning the applicant.
- After the initial screening is complete an interview is scheduled with the applicant. Based on the information gathered from the interview, the team will then make a decision to approve or deny the client.
- Within 3 business days (Alive! House) or one week (Community Lodgings), the Program Director (Alive! House) or Case Manager (Community Lodgings) informs the applicant and referring worker/case manager verbally and in writing of the decision to accept or deny.

PERMANENT SUPPORTIVE HOUSING
The timeline below will commence upon any bed or unit becoming available within Alexandria’s Permanent Supportive Housing programs, and will be initiated by the vacant program as soon as feasibly possible.

**Day 1:** Permanent Supportive Housing program with an upcoming vacancy makes an announcement via email to the Community Pool Manager indicating the type of unit becoming available, and any criteria necessary for project entry. This communication includes:

- Contact information for the program manager or staff responsible for filling the vacancy
- The expected date that the unit will be available for move-in
- Potential dates, 3 and 4 weeks away, that program staff will be available to interview prospective clients
- An attached program application, to be completed by potential clients, outlining:
  - Specifics about the unit including the exact location, if it is handicap accessible, if it is for a single person or a family, and if it is shared housing
  - Specifics about program eligibility criteria including if clients must be of a certain gender, have a particular disability diagnosis, or belong to a niche subpopulation (ex. veterans or survivors of domestic violence)
  - All documentation necessary for program entry

**Day 2:** The Community Pool Manager runs the HMIS report, which prioritizes all active Alexandria Homeless Services’ clients according to federal and local standards, and additionally filters out any clients that do not fit specifics about the vacant unit or program eligibility. The top three resulting clients in the Community Pool are selected to interview for the vacancy, and their most recent case manager and case manager’s supervisor are notified by the Community Pool Manager via email. This communication includes:

- The HMIS number of the client being selected for an interview
- An attached program application that was forwarded by the program with the open unit
- Potential dates program staff will be available to interview clients for the vacancy
- The deadline (8-10 business days) by which applications or an adequate explanation for missing applications are due back to pool manager

**Day 14:** The case managers handling the prioritized applications submit a completed program application to the Community Pool Manager via email. If an application has not yet been completed, and adequate explanation must be provided. This communication includes:

- Contact information for the case manager responsible for liaising the client through the program application
- Completed program application for the prioritized client or an adequate explanation as to why the application could not be completed
- Potential dates the client and case manager will be available to interview for the vacancy; dates must align with those originally provided by program staff responsible for filling the vacancy
The Community Pool Manager sends all completed applications to the program manager or program staff responsible for filling the vacancy via email. This communication includes:

- A completed application or adequate explanation for all three prioritized clients
- Potential interview dates, originally proposed by the program manager, that the client and case manager are available to meet on

**Day 28:** Program manager or program staff responsible for filling the vacancy conduct interview with all three prioritized clients and their case manager, and notify Community Pool Manager via email which client was selected. This communication includes:

- HMIS number and completed application of the client that was selected to fill the vacancy
- An expected move-in date by which the new client will begin occupying the unit and be entered into the program within HMIS

**Day 35:** Program manager or program staff that filled the vacancy provides a synopsis of the client select process indicating why they selected the client they did. Additionally an explanation must be provided for each client that wasn’t selected as to why they were not prioritized for the vacancy.

**EMERGENCY SHELTER**
When emergency shelter placement is appropriate, HSAC staff assign priority ranking based upon the following factors:

*Preference for Placement*
1. City of Alexandria resident

*Priority Placement Ranking Factors*
1. Literally Homeless (15 points)
2. Chronic Medical Condition and/or Disability (15 points)
3. Age 62+ (10 points)
4. Institutional Discharge into homelessness (10 points)
   a. City of Alexandria DCHS Community Services Board Mental Health and Substance Abuse Services
   b. City of Alexandria Detention Center/Jail
   c. City of Alexandria Criminal Justice Services (local probation)
   d. Virginia Department of Corrections City of Alexandria Office of Probation and Parole
   e. U.S. Department of Veteran Affairs (hospital)
   f. Local hospitals serving City of Alexandria residents including state and private psychiatric facilities
5. Expectant Mothers at any stage of pregnancy (5 points)
6. Veteran (5 points)
7. At-risk of homelessness (5 points)

HSAC staff place households on the Emergency Shelter Referral List in the following order:
1. City of Alexandria residents, and
2. By total points from the above ranking factors (from the highest to the lowest).
When priority placement is not applicable, households are placed in chronological order by referral date.

HSAC-Individuals use the ESRL as the primary notification of referral and it is e-mailed to the Emergency Shelter Listserv daily once in the evening Monday through Friday (except holidays).

The Emergency Shelter Referral Lists summarize the referral information specifying:
1. Referral Date
2. Contact Information and Related Special Instructions
3. Priority Ranking
4. Referral Source
5. Special Accommodations (e.g., bunk placement, medical needs, etc.)

Emergency Shelter Listserv
Emergency shelter staff sends bed space availability information (female or male space, bottom or top bunk) to the Emergency Shelter Listserv each morning, which includes key staff from HSAC, and emergency shelters. HSAC staff cross reference the available space with the clients on the list and make bed space reservations on the Emergency Shelter Referral List. The List will show whether that client has a bed space reserved at Alexandria Community Shelter or Carpenter's Shelter. The Emergency Shelter Referral List is then sent to the Emergency Shelter Listserv. Emergency shelter staff reviews the bed space reservations and begin calling clients to schedule intake appointments. The purpose of this process is to prevent duplication of efforts by emergency shelter staff.

INTAKE PROCESS

DIVERSION
When diversion services are appropriate, DCHS/OCS staff conduct an intake and determine the appropriate level of case management and/or enrollment in the appropriate homeless prevention program to provide financial assistance. Immediately following each intake, diversion services staff enter household data into the HMIS database, creating a program entry, and entering related service transactions, which simultaneously remove households from the HMIS Outstanding Referral Report.

PREVENTION
OCS Assessment Team staff are responsible for interviewing, collecting data, and making eligibility determinations and recommendations of applicants for the homeless prevention services.

At interviews, applicants are given a copy of the Program Guidelines and the Termination and Appeals Procedures which are verbally reviewed and explained in detail. Applicants submit a copy of Id and SS card.

Utilizing the OCS/ Homeless Services Application, Release of Information, HMIS Notice, and other required homeless prevention services forms, all pertinent information and documentation are obtained - demographic information, employment, housing, and income history, cause of their financial crisis, housing stabilization plans, etc.
The applicants may be given a request for Verification Form, which lists the required documentation and information needed to process the application to make an eligibility determination. The following documents are required to determine eligibility:

- Proof of residence;
- Court or eviction notice;
- Income verification: Pay Stubs/Social Security;
- Resources: Checking and Saving Statements
- Lease; and
- Documentation of the amount of financial assistance needed.

After the interview, homeless services staff make necessary telephone calls to landlords to confirm rental arrearages and landlord’s willingness to stop eviction proceedings.

Assessment Team staff write and submit a case summary which includes the eligibility determination and recommendation to the Homeless Services Coordinator (HSC) for review. The HSC will either support or disallow the recommendation based on the program’s guidelines.

Applications are processed within 5 business days from the receipt of all necessary documents and information required to determine eligibility.

NOTIFICATION OF ACCEPTANCE AND DENIAL
If an applicant is determined ineligible, the homeless services staff informs the applicant verbally as well as sends written notification in the form of a letter, explaining the reason for ineligibility. Homeless services staff will offer other available programs administered by OCS if it appears the applicant would be eligible. If the household is ineligible for other OCS programs, appropriate referrals are made to community organizations.

RAPID REHOUSING
Once a unit has been identified the household completes an application packet. The application packet includes the following:

- Household budget
- Individualized Housing Plan
- Other documentation for proof of income and assets

The following documents will be completed with the property manager or landlord:

- DHCD Lead-Based Paint Visual Assessment
- DHCD Basic Habitability Checklist
- Or, the HUD Housing Quality Standards (HQS) Inspection Form
- Rent Reasonableness Checklist

Once the unit is determined habitable, the following documents will be completed:

- Landlord Vendor Authorization Form
- Landlord Tax Identification/Social Security Number
- Prospective Rental Assistance Agreement
- Rental Agreement/Lease
This packet will be submitted along with a request for payment. The payment can be delivered by staff in-person or mailed to the property manager or landlord.

The RRH program staff and household will discuss the minimum amount of financial assistance needed to move the household to the unit. Participants are expected to pay an amount toward their housing that is reasonable for their income. Financial assistance is not a standard “package” and is flexible enough to adjust to households’ unique needs and resources, especially as participants’ financial circumstances or housing costs change.

- Graduated/Declining Subsidy: The subsidy would decline in “steps” based upon a fixed timeline or when the individual has reached specific goals, until the household assumes full responsibility for monthly housing costs. The steps are known in advance and act as deadlines for increasing income.

Households are informed of the amount they will be assisted with during their meeting with RRH program staff. All households are assisted with first month’s rent and security deposit.

Other short term financial help is available to households so they can pay for housing.

Eligible rapid re-housing costs include (VHSP):
- Rent assistance:
  - Program participants can receive up to 24 months of financial assistance during any 3 year time period
  - Rent, in any amount, paid during a month will count as one month toward the 24-month limit
  - Rent may be provided as shallow subsidies, 100 percent payment of rent charged or graduated/declining subsidies based on the minimum amount of need of the household
- Rent arrears (VHSP only):
  - Rental arrears payments can be paid as a one-time payment for up to 6 months in arrears, including any late and legal fees
  - Arrears may be paid if the payment enables the program participant to obtain a housing unit
  - Arrears must be included in determining the total period of the program participant’s rental assistance, which may not exceed 24 months
  - Individuals or families receiving assistance beyond any arrears and 2 current months of rent and utility assistance must be evaluated and recertified as eligible every 3 months
- Utility assistance:
  - May be provided for up to 24 months of utility payments for each program participant in any 3 year period of time, provided that the program participant or a member of his/her household has an account in his/her name with a utility company and is not receiving assistance for the same period of time for the utilities (VHSP only)
- Utility arrears:
  - May include up to 6 months of utility payments in arrears per service
  - Payments of arrears must be counted toward the 24-month limit

Eligible rapid re-housing costs include (HUD):
- Rent assistance:
• Program participants can receive up to 24 months of financial assistance during any 3 year time period
• Rent, in any amount, paid during a month will count as one month toward the 24-month limit
• Rent may be provided as shallow subsidies, 100 percent payment of rent charged or graduated/declining subsidies based on the minimum amount of need of the household

• Utility Deposit:
  o Payment of utility deposit, which constitutes a one-time fee paid to utility companies

The transition off financial assistance is coordinated with case management efforts to assist program participants to assume and sustain their housing costs. Rental assistance will end if a household’s income exceeds the eligibility requirements, subsidy exceeds number of months allowable by funding source, when another subsidy begins, such as Section 8 Housing Choice Voucher, public housing, project based rental subsidy, or other PH subsidy.

Households are offered basic tenant rights training while enrolled in Rapid Rehousing. Case managers discuss terms of the lease and conditions to avoid eviction.

RECERTIFICATION
Recertification must be completed at a minimum of every three months for VHSP funded programs and annually for HUD funded programs. The Program Participant Minimum Requirements form (VHSP only) with documentation of income and assets and an updated individual housing plan is completed and placed in participants’ files. In order to be recertified, there must be evidence of:
  • Program participant household income below 30 percent AMI
  • The household lacks the financial resources and support networks needed to remain in existing housing without financial assistance
  • Housing stabilization services are being appropriately implemented

TERMINATION OF PARTICIPATION
• The need for Case Management is no longer present and has been agreed upon by the household and case manager;
• Participants have the right to terminate assistance at any time. Although it is not necessary, program participants are encouraged to submit written notification of voluntary termination;
• If the participant chooses not to engage with staff or provides inaccurate information, further assistance may not be provided and a termination letter will be sent. Assistance may be terminated and case closed if the participant does not respond after best efforts have been made to contact and are documented.
• If an applicant/participant threatens acts of violence, either expressed or suggested, toward staff persons or agency property, assistance may be terminated;
• Aftercare is available to all clients interested after the closing of their case. Households may contact case managers for further assistance.
• Follow up is conducted at 6 and 12 months after closing of the case to see if the household remains stably housed.

TRANSITIONAL HOUSING
Transitional housing programs complete a move-in orientation, HMIS, and intake forms specific to the programs. At this time, appeals procedures are explained along with all other pertinent program information.

**NOTIFICATION OF ACCEPTANCE AND DENIAL**
For all programs, case managers are contacted regarding acceptance or denial. If accepted, move-in date is set and approval letter is sent in writing. If denied, the reason is given to the case manager and applicant verbally and in writing. Case manager who made the referral is expected to enter this information in HMIS.

**PERMANENT SUPPORTIVE HOUSING**

**EMERGENCY SHELTER**
Emergency shelter staff schedule intake appointments for individuals in the order in which they appear on the Emergency Shelter Referral List, based upon appropriate bed space availability. Immediately upon scheduling an intake appointment, emergency shelter staff e-mail HSAC – Individuals’ requesting the Eligibility Screening Packet.

Emergency shelter staff contacts the individuals and HSAC- families staff contact the families to inform them of bed availability and to schedule an intake appointment. By scheduling the appointment, the household is accepting shelter placement. If the designated household point of contact is not available, HSAC staff will leave a message with instructions to return the call within two (2) hours. If contact is not made within this timeframe, the bed space will be forfeited. If a household is more than two (2) hours late for a scheduled intake appointment, the household will be considered a “no show” and the bed space will be forfeited. In order to access services, the household must be re-screened for eligibility. The Emergency shelter staff will report back to HSAC staff on the status of the intake.

If bed space is not available, the household remains on the Emergency Shelter Referral List until the next appropriate availability.

*SHELTER INTAKE APPOINTMENT*
At the intake appointment, the Emergency Shelter staff complete the Intake Assessment and other program related forms. The household receives an emergency shelter orientation, which includes review of the resident handbook and shelter policies and procedures, tour of the facility, and bed assignment. Within 48 hours of intake, the emergency shelter case manager coordinates a meeting with the household and other key shelter staff to develop a permanent housing plan. All children receive a service needs assessment within five (5) days of intake.

Immediately upon intake completion or by the next business day emergency shelter staff sends an e-mail notification to HSAC staff. The HSAC staff then exit the household in HMIS and remove the name from the Emergency Shelter Referral List.

Emergency Shelter staff enters the resident data into HMIS within 24 hours of intake or the next business day and create and maintain a resident case file.

**UNACCOMPANIED EXPECTANT MOTHER ACCOMMODATIONS – THE ALEXANDRIA COMMUNITY SHELTER AND CARPENTER’S SHELTER PLACE A PREGNANT WOMAN IN A BOTTOM BUNK BED SPACE FOR INDIVIDUALS AT ANY STAGE OF HER PREGNANCY. IF HER STAGE OF PREGNANCY IS SEVEN (7) MONTHS OR LATER, THE EMERGENCY SHELTER STAFF CONTACT THE**
SHELTER LIAISON TO REQUEST A TRANSFER TO FAMILY BED SPACE BASED ON THE AVAILABILITY AND THE FAMILY EMERGENCY REFERRAL LIST. IN THE EVENT THAT FAMILY BED SPACE IS NOT AVAILABLE BY THE TIME SHE GIVES BIRTH, CARPENTER’S SHELTER, IF WITHIN CAPACITY, WILL PROVIDE AN EMERGENCY FAMILY ROOM FOR UP TO 30 DAYS.

EMERGENCY SHELTER SUSPENSION POLICY — THIS ADDRESSES RE-ACCESS AND THE LENGTH OF SUSPENSION FOR HOUSEHOLDS THAT HAVE BEEN TERMINATED FOR CAUSE. RESIDENTS WILL BE SUSPENDED FROM ALL SHELTER PROGRAMS IF THEY COMMIT A SERIOUS OFFENSE AT ANY SHELTER PROGRAM IN THE CITY OF ALEXANDRIA’S CONTINUUM OF CARE.*

The suspension will be for a period of one year. After the one-year suspension, the resident may still be ineligible to return to the shelter where the offense occurred. The exception will be if the suspension is due to an assault of a staff member and the staff member is still employed there. The individual may be ineligible to return and this status will be noted in HMIS.

**Serious offenses consist of:**
1. Physical violence or threatening behavior against other residents and/or staff that results in the need to contact the police.
2. Destruction of shelter property.
3. Weapons on the property.

The suspension period will last one year, after which the resident is eligible to return to the CoC emergency shelter programs. Exceptions will be made in cases where suspension is levied due to assault of a staff member that is still employed in the shelter. In this situation the individual may be ineligible to return to the program where the offense occurred, and this status will be noted in HMIS.

If a No-Trespassing Order is completed by the police, the suspension will be for a period of two years.

*Exceptions may be made on a case by case basis if an individual can demonstrate progress as it relates to their Individual Housing Plan (IHP) since their last shelter stay. Appeals to the shelter suspension policy will be heard by the Housing Crisis Response Workgroup (HCRW).

EMERGENCY SHELTER STAY AWAY POLICIES - THESE ADDRESS RE-ENTERING THE EMERGENCY SHELTER SYSTEM AFTER HAVING EXITED WITHOUT PURSUING A HOUSING OPPORTUNITY.

A) A stay-away period of **30 days** will be issued for any households exiting from shelter with the below HMIS exits. A household may request an appeal to this stay-away period (Please see: EMERGENCY SHELTER APPEAL PROCESS FOR SUSPENSION).

**This would only apply to exits listed in HMIS as:**
1) Non-compliance with program
2) Reached maximum time allowed
3) Unknown/Disappeared

B) For households that leave shelter, but do not have an exit to permanent housing, and request re-entering shelter within 30 days of their exit, will be provided a case staffing with members of their housing team. A case staffing request can be filed verbally, in person or over the phone, in writing, and electronically with the Homeless Services Coordinator up to **15 days** after the most recent shelter exit. The Homeless Services Coordinator will then forward the information to the...
Case Staffing chairs who will convene a meeting of the Housing Crisis Response System Case Staffing Committee.

This would apply to exits listed in HMIS as:
1) Disagreement with rules/person
2) Needs could not be met

Please note: Stay Away Policy does not apply to exits listed in HMIS as “Completed Program” or “Left for housing opportunity before completing program”.

HMIS Data Entry:
Suspensions and returns are recorded in HMIS under Incidents as follows:
1 = Stay Away of 30
4 = Suspension of 1 year
5 = No trespassing/Barment Notice

For households that do not have a successful exit to housing:

A note is added to ‘Exit Data’ page in HMIS that states: “Household must complete case staffing if requesting shelter re-entry prior to 30 day stay-away period.”

Hospital Stay: If a resident is hospitalized, their bed may be held for up to two weeks dependent when the resident: (1) is eligible to return to shelter and (2) has valid discharge paperwork with the official discharge date and time. If a hospitalization exceeds two weeks then a referral to HSAC will be made and the Emergency Shelters Return Policy is waived. When available, Winter Shelter may be utilized until shelter space is available. Emergency Shelter Staff is expected to have contact with the resident and/or hospital staff to monitor the status of the resident.

Detox Program Stay: If a resident enters detox care, their bed may be held for up to seven days providing: (1) the resident is eligible to return to shelter and (2) has valid discharge paperwork with the official discharge date and time. If a detox stay exceeds seven days then a referral to HSAC will be made and the Shelter Return Policy is waived. When available, Winter Shelter may be utilized until shelter space is available. The shelter Case Manager contacts the detox staff every 48 hours to confirm that the resident is still at detox. If a resident agrees to go to detox, but a bed is not readily available, shelter staff will contact the Detox Team Leader for assistance.

**APPEALS PROCESS**

**COORDINATED ENTRY APPEALS PROCESS**
The Homeless Services Assessment Center (HSAC) provides all clients with the opportunity to appeal decisions made in reference to referrals.

In the case that a client would like to request an appeal, he/she would first contact the HSAC- staff. In the case that a client is dissatisfied with the determination, he/she has the opportunity to request an appeal appointment with the HSAC supervisor. The HSAC supervisor will meet with the client, review any documents, and make a decision to waive or stay the return policy. This decision is final.
DIVERSION APPEALS PROCESS
An applicant for assistance or case management participant has 5 business days from the written notification of ineligibility or termination of services to contact the Homeless Services Coordinator (HSC) to discuss the case and decision. The applicant/participant may then initiate the Appeals Procedures. If the applicant or case management participant does not accept the decision of the supervisor, he/she has 5 business days from contact with the supervisor to initiate the Appeal Procedures by completing and submitting the Appeal Form. The Appeal Form will be provided by their worker upon request. The Appeal Form must be sent to the attention of the OCS Administrative Assistant via fax (703) 746-5986 or mailed to 2525 Mount Vernon Avenue, Alexandria, VA 22301.

Within 5 business days of receipt of the Appeal Form, the OCS Administrative Assistant will schedule a hearing with the Director of the Office of Community Services who will render a final and irreversible decision within 5 business days of the hearing. The decision stating the basis for the decision will be provided in writing to the applicant/participant.

PREVENTION APPEALS PROCESS
Appeals Procedures give the applicants/participants the opportunity to present written and/or oral objections to any decision to the director of the Office of Community Services. Before initiating the Appeals process, the program applicant/participant must contact the Homeless Services Coordinator (HSC) to discuss the case and decision. The applicant/participant may then initiate the Appeals Procedures.

After contact with the HSC, the applicant/participant must notify the HSC in writing what he/she is appealing and why, no new information may be introduced at this stage. Any applicant/participant with language or literacy barriers may receive assistance in completing the written request. This request must be submitted within 5 business days of contact with HSC. The HSC must note all contact with applicant/participant in case notes.

Within 5 business days of receipt of the request, the Director of the Office of Community Services will schedule a hearing and will render a final and irreversible decision within 5 business days of the formal hearing; the decision detailing the basis for the decision will be provided in writing to the applicant/participant.

RAPID REHOUSING APPEALS PROCESS
Appeals procedures give the applicants/participants the opportunity to present written and/or oral objections to any decision to the program director within two business days of the decision. If the applicant/participant requires assistance with writing an appeal, the community case manager or another staff person may provide assistance. The program director will review the application, the supporting documentation and meet with the applicant in person. The program director will make the final determination and provide written notification to the household.

TRANSITIONAL HOUSING APPEALS PROCESS
All programs send a letter to families and individuals detailing when the program time is ending and information regarding guidelines of requesting an extension if needed.
Families and individuals are able to voluntarily terminate their stay. Families and individuals will be terminated from programs if they violate rules or guidelines outlined to them that are required to follow by the program. Each program has an appeals process for this type of termination.

**PERMANENT SUPPORTIVE HOUSING APPEALS PROCESS**

**EMERGENCY SHELTER APPEAL PROCESS FOR SUSPENSION**
Clients who have been suspended from an emergency shelter within the City of Alexandria Continuum of Care have the opportunity to appeal the decision with the originating shelter staff prior to his/her exit. If the appeal is denied, then the client has the opportunity to appeal the suspension any time during the suspension period through the Housing Crisis Response System Appeals Committee.

This committee is made up of objective representatives from the emergency shelters, the Community Services Board, Department of Community and Human Services, HSAC staff and additional service providers engaged with the client. The client will be given the opportunity to present his/her case to the committee and the committee will review documentation from the emergency shelter that issued the suspension and information the client and/or advocate provides. The committee will review the information and make a decision to waive or stay the suspension by majority vote, at the other shelter within in the CoC; allowing the client access to shelter services there. The suspension from the originating shelter remains in effect. Appeals can be filed verbally in person or over the phone, in writing, and electronically with the HSAC supervisor. The Homeless Services Coordinator will then forward the information to the Appeals Committee chairs who will convene a meeting of the Housing Crisis Response System Appeals Committee.

**RECORDS MANAGEMENT**

The list below provides the names of the forms utilized in the Housing Crisis Response System and the location(s) where the original and/or copies will be housed. Homeless Services Assessment Center (HSAC), Diversion (DS), Prevention (VHSP), Transitional Housing (TH), Permanent Supportive Housing (PSH) and Emergency Shelter (ES):

1. Personal Safety Questionnaire (HSAC)
2. Comprehensive Assessment Tool (HSAC)
3. Homeless Certification Form (HSAC)
4. Individual Intake Assessment (ES)
5. Family Intake Assessment (ES)
6. Child’s Assessment (ES)

Electronic client records are maintained in the web-based Homeless Management Information System (HMIS) database, ServicePoint and Harmony. Hardcopy forms are maintained in household case files, which are maintain for five years.
**CHRONICALLY HOMELESS DOCUMENTATION**

In addition to the records required in 24 CFR 578.103, recipients of CoC Program-funded PSH that are required by grant agreement to document chronically homeless status of program participants in some or all of its PSH beds must maintain the following records:

To review the exact language, please refer to 24 CFR Parts 91 & 578 and the HUD Exchange.
<table>
<thead>
<tr>
<th>Situation</th>
<th>Documentation of Homelessness</th>
<th>Documentation of Disability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 12 Consecutive Months</td>
<td>✓ HMIS record or record from a comparable database; or ✓ Written observation by an outreach worker of the conditions where the individual was living; or ✓ Written referral by another housing or service provider; or ✓ Where the evidence above is unavailable, there must be a certification by the individual seeking assistance, accompanied by the intake worker’s documentation of the living situation and the steps taken to obtain the evidence listed above.</td>
<td>Documentation of the head of household’s disability, including: ✓ Written verification of the disability from a licensed professional; ✓ Written verification from the Social Security Administration; ✓ The receipt of a disability check; or ✓ Intake staff-recorded observation of disability that, no later than 45 days from the application for assistance, accompanied by supporting evidence.</td>
</tr>
<tr>
<td></td>
<td><strong>If the head of household is currently staying in an institution where they have been for less than 90 days (and were in a shelter/street/safe haven immediately prior) their Institutional Stay can be documented by:</strong></td>
<td><strong>Documentation of the head of household’s disability, including:</strong></td>
</tr>
<tr>
<td></td>
<td>✓ Discharge paperwork or written/oral referral from a social worker or appropriate official of the institutional facility, with start/end dates of client’s residence, or ✓ Where the evidence above is unavailable, there must be a certification by the individual seeking assistance, accompanied by the intake worker’s documentation of the living situation and the steps taken to obtain the evidence listed above.</td>
<td>✓ Written verification of the disability from a licensed professional; ✓ Written verification from the Social Security Administration; ✓ The receipt of a disability check; or ✓ Intake staff-recorded observation of disability that, no later than 45 days from the application for assistance, accompanied by supporting evidence.</td>
</tr>
<tr>
<td>2. 4+ Occasions totaling 12 months over 3 years</td>
<td>✓ HMIS record or record from a comparable database; or ✓ Written observation by an outreach worker of the conditions where the individual was living; or ✓ Written referral by another housing or service provider; or ✓ Discharge paperwork or written/oral referral from a social worker or appropriate official of the institutional facility, with start/end dates of client’s residence (for institutional stays of less than 90 days) ✓ Where the evidence above is unavailable, there must be a certification by the individual seeking assistance, accompanied by the intake worker’s documentation of the living situation and the steps taken to obtain the evidence listed above. * Each separate occasion MUST be documented (minimum of 3 breaks). 100% of the breaks can be documented by self-report.*</td>
<td>Documentation of the head of household’s disability, including: ✓ Written verification of the disability from a licensed professional; ✓ Written verification from the Social Security Administration; ✓ The receipt of a disability check; or ✓ Intake staff-recorded observation of disability that, no later than 45 days from the application for assistance, accompanied by supporting evidence.</td>
</tr>
<tr>
<td>May include institution stays of</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Important Notes:** Each individual occasion needs to be fully documented. ● Breaks can be documented by self-report. ● For each Project: ● 100% of households served can use self-certification for 3 months of their 12 months, ● 75% of households served need to use 3rd Party documentation for 9 months of their 12 months, and ● 25% of households served can use self-certification as documentation for any and all months.
CONFIDENTIALITY POLICY

Housing Crisis Response System providers are required to maintain an individual record of each client in a locked and restricted area. Client records must have unique identifiers to protect the client’s identity. Each provider shall keep private all information that is maintained or obtained during the course of its relationship with its clients. Information will not be transferred to any other agencies or individuals without the written consent of the client or the written consent of the client’s authorized representative.

The only exceptions are circumstances where the staff assesses that there is a clear and imminent danger to the client or others, or a law or regulation specifically requires or permits the provider to disclose the information. All Providers shall have a confidentiality policy signed by staff and volunteers. The Providers will employ the client privacy practices at all times during and after service to the client.

Procedure

All providers’ staff shall be aware, at all times, of their obligation to maintain client confidentiality and privacy whether inside or outside of Providers’ facilities.

1. Staff shall not acknowledge that a client receives or has received services, or acknowledge a client’s presence in the facility, without proper authorization.
2. In cases where privacy must be compromised for safety reasons, the need to do so must be documented in the record and the means must be as minimally intrusive to the client’s privacy as possible.
3. Prior to disclosing a client’s information to any person or entity, staff shall assure that the release is allowable and that the information goes to the proper individual.

The following protocol shall be used to assure that a disclosure of information is consistent with legal regulations:

1. Compare the information being provided with wording of the authorization, to verify that the disclosure is limited to the minimum necessary to accomplish the intended purposes of the authorization;
2. Confirm that the receiving party is the intended recipient. If the request is made by mail, confirmation may be accomplished by requesting production of the receiving party’s letterhead or other documentation. If the request is received by telephone, verify the identity of the caller by a return call. If the request is made in person, verify the requesting party’s identity by checking official credentials or picture ID, unless the staff member has personal knowledge of the requesting party’s identity.
3. In the case of information transmitted by FAX, the transmitting staff member must call the recipient and verify the FAX number. Prior to sending the FAX, the transmitting staff member must confirm that the FAX is being sent to a secure and confidential FAX machine. This means that either (i) the machine must be located in an area where access to the FAX machine is limited to those who are authorized to see the information being transmitted, or (ii) the person receiving the FAX transmission will be waiting at the machine to retrieve the transmission. Upon completion of the fax transmission, the transmitting staff member must immediately call the receiving party to verify that the transmission was received.
4. Before releasing any information, check to make sure that the release has not expired or been revoked.

Disclosure of records should have the following statement included:

This information has been disclosed to you from records protected by the Code of Federal Regulations. The Federal regulations prohibit you from making any further disclosure of this information unless further disclosure is expressly permitted by the written consent of the person to whom it pertains or as otherwise permitted by law.

Release of Information

1. Clients have the right to request disclosure of their record and written consent of the client or the client’s authorized legal representative is required. The consenting individual must complete and sign the Release of Information form, indicating whether this is:
   a) a release of information to a third party;
   b) a request for information from a third party; or
   c) an exchange of information.

2. A valid Release of Information must contain the following elements:
   a) name of the person, title or role of persons authorized to make the disclosure;
   b) a description of the information to be disclosed;
   c) the purpose for the disclosure;
   d) whether the authorization extends to information acquired after the authorization is signed;
   e) the effective date;
   f) the expiration date, event or condition (e.g., it may be at the end of services);
   g) signature of individual or other person legally authorized to act on behalf of the client; and
   h) the individual’s right to revoke the authorization in writing.

Revocation of Consent: At any time, a client’s authorization may be revoked by the client by submitting a letter stating this. Such revocations do not pertain to information released prior to the revocation.

Ensuring Confidentiality

- At a minimum, all client paper files and records are secured when not in use in a locked file cabinet.
- Client records and files are stored electronically in Harmony and HMIS and password protected and only accessed by authorized agency personnel.
- Confidentiality statements are signed by any staff or volunteers who have access to participant information. Uniform Release of Information and HMIS Notification forms are signed by participants authorizing the exchange of case related information with other agencies as appropriate.
- Participants’ files are closed at the end of services.
- Participants’ files are maintained for a minimum of five years.
HOMELSS MANAGEMENT INFORMATION SYSTEM
A Release of Information (ROI) must be completed in the HMIS client record in order for sharing to be activated and the information visible to other programs and/or agencies. Before a ROI can be completed in the HMIS client record, Contributing HMIS Organization staff must obtain from the client a signed and dated Notice of HMIS Data Entry and Personal Privacy and Consent to Authorize Contributing HMIS Organization Data Sharing. HMIS data privacy and security protections prescribed by HUD for HMIS practices in the HMIS Data and Technical Standards extends to HSAC’s Prioritization List.

Contributing HMIS Organizations shall uphold federal and state confidentiality regulations to protect client records and privacy. If an agency is covered by the Health Insurance Portability and Accountability Act (HIPAA), the HIPAA regulations prevail.

There are two types of consent that must be granted in order for client data to be shared in City of Alexandria HMIS: 1) Informed Consent – Written & Signed Notification given at intake; and 2) Written Consent – Signed ROI in HMIS.

The CoC will not deny services to any participant based on that participant’s refusal to allow their data to be stored or shared unless a Federal statute requires collection, use, storage, and reporting of a participant’s personally identifiable information as a condition of program participation. Where appropriate, non-personally-identifiable information about participants who refuse consent to share personally identifiable data should be logged in an electronic case file that uses pseudonyms, e.g., “Jane Doe,” to preserve as much non-personally-identifiable information as possible for statistical purposes.

QUALITY CONTROL & QUALITY ASSURANCE
The Housing Crisis Response Workgroup will convene monthly review meetings to discuss changes to policy and procedures of all program types. The Governing Board for the Partnership to Prevent and End Homelessness in the City of Alexandria is establishing an Oversight Committee.

NON-DISCRIMINATION AND EQUAL OPPORTUNITY REQUIREMENTS
The operation of the program will comply with all applicable fair housing and civil rights requirements in 24 CFR 5.105(a) and will make services and assistance available to all on a nondiscriminatory basis. Services will be made available to all persons regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, or marital status. CoC does not use data collected from the assessment process to discriminate or prioritize households for housing and services on a protected basis, such as race, color, religion, national origin, sex age, familial status, disability, actual or perceived sexual orientation, gender identity or marital status.

All locations where persons are likely to access or attempt to access HSAC will include signs or brochures displayed in prominent locations informing participants of their right to file a non-discrimination complaint and containing the contact information needed to file a non-discrimination complaint. The requirements associated with filing a non-discrimination complaint, if any, will be included on the signs or brochures.
The City of Alexandria follows the adopted Human Rights Code which outlines:

(2) Discrimination because of race, color, sex, religion, ancestry, national origin, marital status, familial status, age, sexual orientation or disability with respect to housing causes, at least in part, circumscribed and segregated areas within the city and deprives many persons of the opportunity to live in the city or the opportunity to live in decent housing.

(3) Discrimination because of race, color, sex, religion, ancestry, national origin, marital status, age, sexual orientation or disability with respect to employment denies job opportunities to many citizens of Alexandria and causes depressed living conditions.

(4) Discrimination because of race, color, sex, religion, ancestry, national origin, marital status, age, sexual orientation or disability in places of public accommodation causes embarrassment and inconvenience to citizens and visitors of the city and is detrimental to the welfare of the city.

(7) Discrimination because of race, color, sex, religion, ancestry, national origin, marital status, age, sexual orientation or disability with respect to health and social services is detrimental to the health of many citizens and deprives many needy and unfortunate citizens of the bare essentials of life.

(9) Discrimination because of race, color, sex, religion, ancestry, national origin, marital status, familial status, age or disability is contrary to the law of the United States of America and the spirit of the Constitution of Virginia.

(10) It is in the public interest and in furtherance of the welfare and well-being of all citizens of Alexandria, Virginia, to assure that each citizen is treated fairly, provided equal protection of the law and afforded full and equal opportunity to enjoy life, liberty, property and the pursuit of happiness.

Human Rights Complaint Process:
Persons who feel their Human Rights have been violated can file a complaint. The process is as follows:

Step One - complete an Intake Questionnaire Form. The form can be submitted online, in person or by mail.

Step Two - once completed Intake Questionnaire is received, a Human Rights Investigator will contact person to set up an intake interview, often by the next business day.

Step Three - the Investigator will conduct a face-to-face interview, and assist with drafting a complaint. All complaints must be in writing, under oath or affirmation, and be accompanied by an affidavit.

Filing Deadlines
There are statutory deadlines that, if not met, may preclude a Complainant from recovering any remedy. Complainants are encouraged to contact the Office promptly when discrimination is suspected. A complaint must be filed within 300 days of the last alleged discriminatory act in most cases. The Investigator will discuss specific filing deadlines during the intake interview.

For more information visit the Office of Human Rights.

ADA COMPLIANCE

The City of Alexandria is committed to compliance with the Americans with Disabilities Act. For further information about compliance, please see attached ADA Compliance Resources Guide. The operation of the program will comply with all applicable Section 504 for the Rehabilitation Act, Title II of the Americans with Disabilities Act, and Title III of the Americans with Disabilities Act.
AFFIRMATIVELY FURTHER FAIR HOUSING

The program administration will operate in such a manner as to affirmatively further fair housing opportunities for classes protected under the Fair Housing Act. Protected classes include race, color, national origin, religion, sex, disability and familial status.

The CoC will affirmatively market housing and supportive services to eligible persons who are least likely to apply in the absence of special outreach, including the following subpopulations:

- Chronically Homeless
- Unaccompanied Youth

CONFLICT OF INTEREST

The Program administration shall comply with 24 CFR 84.42 with respect to use of grant funds to procure services, equipment, supplies or other property. No person who is an employee, agent, consultant, contractor who exercises any functions or responsibilities with respect to assisted activities or who is in a position to participate in the decision making process, may obtain a personal or financial interest or benefit from the activity, or have an interest in any contract, subcontract, or agreement with respect thereto, or the proceeds thereunder, either for himself or herself or for those with whom he or she has family or business ties during his or her tenure or for one year after.

PERSONNEL QUALIFICATION/RESPONSIBILITIES

Services provided through the Housing Crisis Response System are coordinated through the City of Alexandria DCHS/Office of Community Services, Carpenter’s Shelter, Volunteers of America-Chesapeake, Community Lodgings, Inc, ALIVE!, Catholic Charities, New Hope Housing DCHS/Community Services Board, Bridges to Independence and SSVF providers. Agency staff receives annual training on administering assessments, including review of policies and procedures, assessment information used to determine prioritization, and uniform decision making and referrals.

DCHS/OCS staff also receives training annually on the following topics:

1. Cultural and Linguist Competency
2. Motivational Interviewing
3. Crisis Intervention

CoC wide training topics include, but are not limited to:

1. LBGTO communities
2. Trauma Informed Care
3. Housing First
4. Fair Housing
5. VHSP/HUD
6. Public Benefits
DEFINITIONS

At-imminent Risk of Homeless – individual or family who will lose their primary nighttime residence within 14 days.

Case Management – The collaborative process of assessment, planning, facilitation and advocacy for options and services to meet a household’s holistic needs through communication and available resources to promote quality cost-effective outcomes.

Chronically Homeless: an individual or family that is homeless and resides in a place not meant for human habitation, a safe haven, or in an emergency shelter, and has been homeless and residing in such a place for at least 1 year or on at least four separate occasions in the last 3 years. The statutory definition also requires that the individual or family has a head of household with a diagnosable substance use disorder, serious mental illness, developmental disability, posttraumatic stress disorder, cognitive impairments resulting from a brain injury, or chronic physical illness or disability.

City of Alexandria Resident – A person living in the City of Alexandria. Residency is demonstrated by providing at least one of the following: 1) Driver’s license or any form of ID with an address in the City of Alexandria; 2) Utility bill with name and address; 3) verifiable documentation of receipt of entitlement benefits, such as SNAP, TANF, Medicaid from the Alexandria Department of Community and Human Services; 4) Children are enrolled in the Alexandria City Public Schools; and/or 5) Otherwise verifiable through a third party.

Community Case Management - Assist in the development of basic life skills; assist to obtain appropriate supportive services; link to mainstream benefits and community resources; advocacy; and develop a post-assistance permanent housing retention plan for persons at-risk of or formerly experiencing homelessness so they can maintain safe, suitable, and stable housing.

Continuum of Care – The local collaborative of homeless services providers and community agencies known as the Partnership to Prevent and End Homelessness in the City of Alexandria.

Crisis Intervention-- Training method teaching early intervention and nonphysical methods for preventing or managing disruptive behavior.

Cultural and Linguistic Competency-- A set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals and enable that system, agency, or those professions to work effectively in cross-cultural situations.

Diversion Services – Services (financial and/or case management) provided by DCHS/OCS utilized to assist households in averting entry into the shelter system.

Eligibility Screening Packet – The set of documents consisting of the completed NAEH Prioritization Tool, City of Alexandria Release of Information, DHCD Homeless Certification Form, and the HMIS Notice of Data Entry.

Emergency Shelter – Facility that provides short-term overnight housing for persons experiencing homelessness (i.e., Alexandria Community Shelter and Carpenter’s Shelter).
Families – A household consisting of one or more adults and one or more children under the age of 18.

Harmony- A case management software application designed to record and store client-level information, track initial inquiries and/or referrals, schedule appointments for service delivery, and provide data inputs for reporting.

Homeless Management Information System (HMIS) – A software application designed to record and store client-level information on the demographics and service needs of homeless persons. Homeless assistance providers use the CoC’s web-based software application to coordinate care, manage their operations, and efficiently and effectively serve their clients.

Homeless Services Assessment Center (HSAC) Staff – Program Coordinator, Shelter Liaison, Community Service Specialist.

Individual – A household solely consisting of one or more adults without minor children.

Institutional Discharge – Those discharged into homelessness from the following institutions/facilities in which they were homeless prior to entry and stayed less than 90 days:
- City of Alexandria DCHS Community Services Board Mental Health and Substance Abuse Services
- City of Alexandria Detention Center/Jail
- City of Alexandria Criminal Justice Services (local probation)
- Virginia Department of Corrections City of Alexandria Office of Probation and Parole
- U.S. Department of Veteran Affairs
- Local hospitals serving City of Alexandria residents including state and private psychiatric facilities.

Homeless Services and Assessment Center (Centralized Assessment and Referral)
- Homeless Services Coordinator
- Shelter Liaison
- Community Specialist II

Diversion
- Program Coordinator

Prevention
- Case Workers

Transitional Housing

Permanent Supportive Housing

Emergency Shelter
- Deputy Director /Shelter Director
- Homeless Services & Resource Manager
- Housing Resource Coordinator/ Housing Locator
- Housing Stabilization Case Managers
- Community Case Manager
- Employment & Education Coordinator
**Length of Stay** – The duration of a single stay in lodging program

**Literally Homeless** – a) Persons who lack a fixed, regular, and adequate nighttime residence or are in a place not meant for human habitation. b) Persons who are exiting from an institution where he or she was a resident was fewer than 90 days and the individual met HUD’s definition of homelessness prior to entry into the institution/facility. (e.g., jail, psychiatric hospital). c) Persons who are fleeing, or are attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member.

**Lodging** – provides overnight stay accommodations.

**Mental Health First Aid** – Certified training to provide initial help to a person in a mental health crisis or showing symptoms of mental illness impacting daily functioning until appropriate help can be engaged.

**Motivational Interviewing** – a form of collaborative conversation for strengthening a person’s own motivation and commitment to change. It is a person-centered counseling style for addressing the common problem of ambivalence about change by paying particular attention to the language of change. It is designed to strengthen an individual’s motivation for and movement toward a specific goal by eliciting and exploring the person's own reasons for change within an atmosphere of acceptance and compassion.

**Outstanding Referrals Report** – The Services Point generated report listing households referred for diversion services or emergency shelter services.

**Person Centered**: A non-directive approach to being with another; that believes in the others’ potential and ability to make the right choices for him or herself, regardless of the therapist's own values, beliefs and ideas.

**Priority Ranking** – The weight in points assigned to the following subpopulations: literally homeless, persons with a disability, persons 62 or older, institutional discharge, expectant mothers, and veterans.

**Rapid Rehousing**: an intervention, informed by a Housing First approach that rapidly connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance

**Referral** – The staff notification of a household need for lodging and/or services.

**Safe** – Habitable dwelling and/or living situation where persons are free from the risk of bodily harm.

**ServicePoint** – the name of the HMIS Software Application.

**Trauma Informed Care** – An organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of trauma. Trauma Informed Care also emphasizes physical, psychological, and emotional safety for both consumers and providers, and helps survivors rebuild a sense of control and empowerment.

**Transitional Housing**: Homeless service programs designed to provide homeless individuals and families with the interim stability and support to successfully move to and maintain permanent housing.
Transitional housing may be used to cover the costs of up to 24 months of housing with accompanying supportive services.

**Veteran** – A person who has served active duty in the United States Armed Forces including the Coast Guard. This **does not** include Reserve or the National Guard **unless** the person received orders to go into combat or to serve in an “active” status stateside or abroad in addition to the standard “one weekend per month” duty and the “two weeks per year” training.

**Virginia Homeless Solutions Program**: The state-funded program funded by the State General Fund and the and federally-funded program funded by the Emergency Solutions Grant (ESG) to support CoC strategies and homeless service and prevention programs that align with the following goals: To reduce the number of individuals/households who become homeless; to shorten the length of time an individual or household is homeless; and to reduce the number of individuals/households that return to homelessness.
PREVENTION/DIVERSION QUESTIONS

This part may be skipped if it has already been established the household is living somewhere unfit for human habitation, on the street, or exiting an institution.

1. Where did you sleep last night? If somewhere they could potentially stay again, diversion eligible.

2. (If named a location above) Was it a safe location? If YES, diversion eligible. If NO, ask “What made the location unsafe?” “Is there another place you can think of where you feel you’d be safe and could stay for a couple of nights?” If YES, diversion eligible. If unsafe due to domestic violence, refer to nonresidential domestic violence services in addition to diversion resources. If NO, continue with questions, but likely diversion ineligible.

3. Why did you have to leave the place you stayed last night? Could you stay tonight at the same location? Use information from these questions as well as any other accompanying questions you may need to ask to determine a plan for helping re-house household.

4. What would you need to help you stay where you stayed last night again? Determine if these resources are accessible to determine if they are diversion eligible.

5. Would it help if I contacted the person you stayed with? What is the best way to contact that person? Contact person if necessary.

If diversion eligible, talk through diversion questions further and attempt to divert household. Hand off to shelter case manager or designated diversion staff member if demand for assessments is currently very high. If successfully diverted, the assessment worker should make a note of this in HMIS and end the assessment process. If not diversion eligible, continue with assessment process.
# HOUSING PRIORITIZATION TOOL

For each answer, circle the color code or write the number in the score line.

<table>
<thead>
<tr>
<th>Question(s)</th>
<th>Color Code</th>
<th>Numerical Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is this the first time you’ve been homeless in the past five years?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes - Go to question 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No - Go to question 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explain definition of homelessness again – use definition from Part I,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question 1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Have you been homeless for more than 90 days?</td>
<td>GREEN</td>
<td></td>
</tr>
<tr>
<td>Yes - Go to question 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No – Circle “Green” &amp; skip to question 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. When you were homeless before, did you ever receive temporary</td>
<td>YELLOW</td>
<td></td>
</tr>
<tr>
<td>assistance to help you move back into housing such as temporary rental</td>
<td>ORANGE</td>
<td></td>
</tr>
<tr>
<td>assistance, deposits, help with moving costs, etc.?</td>
<td>RED</td>
<td></td>
</tr>
<tr>
<td>This question is intended to identify if the individual or family has</td>
<td></td>
<td></td>
</tr>
<tr>
<td>received rapid re-housing assistance in the past. This question may be</td>
<td></td>
<td></td>
</tr>
<tr>
<td>asked by asking if the person has been served by a rapid re-housing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>program and then naming the rapid re-housing programs in the county.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If YES, ask if they received that kind of assistance once, or if it</td>
<td></td>
<td></td>
</tr>
<tr>
<td>happened more than once. Check HMIS for a record of the person also</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and ask “Is it okay if I check our system to see if you’ve been served</td>
<td></td>
<td></td>
</tr>
<tr>
<td>before?”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes, more than once – Circle color code “Red” &amp; skip to question 13.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes, once – Circle color code “Orange” &amp; go to question 4.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No – Circle color code “Yellow” &amp; go to question 4.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. How many dependents do you have with you in your care?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If you already know the answer, don’t ask again.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0-3 – Go to question 5.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 or more – Assign a numerical score of “1” and go to question 5.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5. Are you under 25 years of age with at least one child under the age of 5?
   If you already know the answer, don’t ask again.
   - Yes – Assign a numerical score of “1” and go to question 6.
   - No – Go to question 6.

6. Have you ever been in jail, arrested, or accused of a crime or criminal activity (even if it wasn’t true)?
   If necessary, explain that the presence of a criminal history will not reduce the person’s likelihood of receiving assistance.
   - Yes - Go to question 7.
   - No - Go to question 8.

7. Does your criminal history include:
   - Offenses that make it exceedingly difficult to find housing: Arson, Placement on Sex Offender Registry, Production of Crystal Meth - Assign a numerical score of “3” and go to question 8.
   - Drug offenses or crimes against persons or property? - Assign a numerical score of “2” and go to question 8.
   - Just a few minor offenses such as moving violations, a DUI, or a misdemeanor? - Assign a numerical score of “1” and go to question 8.

8. Do you have any evictions? Have you been asked to leave your rental apartment or did the landlord use legal papers to ask you to leave?
   Explain that the presence of eviction(s) will not reduce the person’s likelihood of receiving assistance.
   - Yes - Go to question 9.
   - No - Skip to question 10.

9. How many evictions do you have?
   - One or two? - Assign a numerical score of “1” and go to question 10.
   - Three or more? - Assign a numerical score of “2” and go to question 10.

10. Do you have friends or family members who you can stay with for a short period of time, or who can lend you money?
    - Yes – Assign a numerical score of “-1” and go to question 11.
    - No – Go to question 11.
11. **Do you have any income from any source right now?** Ask targeted questions – refer to earlier answers during Part II well.

- **Earned income**
- **Unemployment insurance**
- **Supplemental Security Income (SSI)**
- **Social Security Disability Income (SSDI)**
- **VA-SERVICE CONNECTED DISABILITY COMPENSATION**
- **VA non-service-connected disability pension**
- **Private disability insurance**
- **Worker’s compensation**
- **Temporary Assistance for Needy Families (TANF)**
- **General Assistance (GA)**
- **Retirement Income from Social Security**
- **Veteran’s pension**
- **Pension from a former job**
- **Child support**
- **Alimony or other spousal support**
- **Other source**

- **Yes** – Go to question 12.
- **No** – Assign a numerical score of “2” and skip to question 13
- **Don’t know or refused** Skip to question 13.

12. **What is your monthly income right now?**

   Do not ask out loud - refer to matrix of local area median income (AMI) thresholds.

- **Above 30% AMI** – Go to question 13.
- **Between 16% and 30% AMI** – Assign a numerical score of “1” and go to question 13.
- **Less than 15% AMI** – Assign a numerical score of “2” and go to question 13.

13. **Does your credit history include a judgment for debt to a landlord?**

- **Yes** – Assign a numerical score of “1” and go to question 14.
- **No** – Go to question 14.

14. **TOTAL** – Enter Circed Color Code (from Questions 2-3) and total ALL numerical scores (from Questions 3-13) and go to Part V.
HOUSING PRIORITIZATION TOOL SCORING

Using the numerical scores and color designation tabulated in question 14 above and find the priority level for each intervention with the charts below. If the box says “None” there is no priority level for this intervention.

### Rapid Re-Housing Priority Level

<table>
<thead>
<tr>
<th>Color Code</th>
<th>Numerical Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 or less</td>
</tr>
<tr>
<td>Green</td>
<td>G</td>
</tr>
<tr>
<td>Yellow</td>
<td>E</td>
</tr>
<tr>
<td>Orange</td>
<td>A</td>
</tr>
<tr>
<td>Red</td>
<td>None</td>
</tr>
</tbody>
</table>

Rapid Re-Housing Priority Level: [ ]

### Transitional Housing Priority Level

<table>
<thead>
<tr>
<th>Color Code</th>
<th>Numerical Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 or less</td>
</tr>
<tr>
<td>Green</td>
<td>H</td>
</tr>
<tr>
<td>Yellow</td>
<td>F</td>
</tr>
<tr>
<td>Orange</td>
<td>B</td>
</tr>
<tr>
<td>Red</td>
<td>A</td>
</tr>
</tbody>
</table>

Transitional Housing Priority Level: [ ]

### Permanent Supportive Housing Priority Level

<table>
<thead>
<tr>
<th>Color Code</th>
<th>Numerical Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 or less</td>
</tr>
<tr>
<td>Green</td>
<td>None</td>
</tr>
<tr>
<td>Yellow</td>
<td>None</td>
</tr>
<tr>
<td>Orange</td>
<td>None</td>
</tr>
<tr>
<td>Red</td>
<td>A</td>
</tr>
</tbody>
</table>

*Note: When an individual’s score results in a Permanent Supportive Housing Priority Level recommendation, a person’s disability status will be determined and a vulnerability assessment will be completed.*

Permanent Supportive Housing Priority Level: [ ]
System Performance Benchmarks by program type:

Coordinated Entry:
1. Reduce the number persons who become homeless for the first time by 5% annually.
2. 85% of the time, service providers will rate the usefulness of the assessment tool as “accurate or extremely accurate.”
3. Waiting times for assessments will decrease.

Diversion/Prevention:
1. Reduce the number persons who become homeless for the first time by 5% annually.
2. Permanent housing success rate of at least 80% of households that exit a diversion or prevention program should exit to permanent housing.
3. At least 85% of households that exit a diversion/prevention program to permanent housing should not become homeless again within a year.

Rapid Rehousing:
1. Reduce the length of time program participants spend homeless. Community goal is to work toward moving persons into permanent housing in an average of 30 days or less.
2. Increase permanent housing exits to 80%.
3. At least 85% of households that exit a rapid rehousing program to permanent housing should not become homeless again within a year.
4. Increase income of assisted households by 25%

Transitional Housing:
1. Reduce length of time homeless
2. Increase income of assisted households by 25%
3. Increase permanent housing exits to 90%
4. At least 85% of households that exit a transitional housing program to permanent housing should not become homeless again within a year.

Permanent Supportive Housing:
1. At least 85% of households that exit a transitional housing program to permanent housing should not become homeless again within a year.
2. Increase income of assisted households by 25%
3. Maintain permanent housing to 90%

Emergency Shelter:
1. Reduce length of time homeless to 30 days
2. Increase income of assisted households by 25%
3. Increase permanent housing exits to 50%
4. At least 85% of households that exit an emergency shelter to permanent housing should not become homeless again within a year.