Before Starting the Special CoC Application

You must submit both of the following parts in order for us to consider your Special NOFO Consolidated Application complete:

1. the CoC Application, and
2. the CoC Priority Listing.

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

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

1. The Special Notice of Funding Opportunity (Special NOFO) for specific application and program requirements.
2. The Special NOFO Continuum of Care (CoC) Application Detailed Instructions for Collaborative Applicants 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.

CoC Approval is Required before You Submit Your CoC’s Special NOFO CoC Consolidated Application

- 24 CFR 578.9 requires you to compile and submit the Special NOFO CoC Consolidated Application on behalf of your CoC.
- 24 CFR 578.9(b) requires you to obtain approval from your CoC before you submit the Consolidated Application into e-snaps.

Answering Multi-Part Narrative Questions

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

Attachments

Questions requiring attachments to receive points state, “You must upload the [Specific Attachment Name] attachment to the 4A. Attachments Screen.” Only upload documents responsive to the questions posed—excluding other material slows down the review process, which ultimately slows down the funding process. Include a cover page with the attachment name.

- Attachments must match the questions they are associated with—if we do not award points for evidence you upload and associate with the wrong question, this is not a valid reason for you to appeal HUD’s funding determination.
- We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).
1A. Continuum of Care (CoC) Identification

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

1A-1. CoC Name and Number: TX-500 - San Antonio/Bexar County CoC

1A-2. Collaborative Applicant Name: South Alamo Regional Alliance for the Homeless

1A-3. CoC Designation: CA

1A-4. HMIS Lead: Haven for Hope

1A-5. New Projects

Complete the chart below by indicating which funding opportunity(ies) your CoC applying for projects under. A CoC may apply for funding under both set asides; however, projects funded through the rural set aside may only be used in rural areas, as defined in the Special NOFO.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Unsheltered Homelessness Set Aside</td>
<td>Yes</td>
</tr>
<tr>
<td>2. Rural Homelessness Set Aside</td>
<td>No</td>
</tr>
</tbody>
</table>
1B. Project Capacity, Review, and Ranking–Local Competition

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

1B-1. Web Posting of Your CoC Local Competition Deadline–Advance Public Notice. (All Applicants)

Special NOFO Section VII.B.1.b.

You must upload the Local Competition Deadline attachment to the 4A. Attachments Screen.

Enter the date your CoC published the deadline for project application submission for your CoC’s local competition. 08/29/2022

1B-2. Project Review and Ranking Process Your CoC Used in Its Local Competition. (All Applicants)

Special NOFO Section VII.B.1.a.

You must upload the Local Competition Scoring Tool attachment to the 4A. Attachments Screen.

Select yes or no in the chart below to indicate how your CoC ranked and selected new project applications during your CoC’s local competition:

1. Established total points available for each project application type. Yes

2. At least 33 percent of the total points were based on objective criteria for the project application (e.g., cost effectiveness, timely draws, utilization rate, match, leverage), performance data, type of population served (e.g., DV, youth, Veterans, chronic homelessness), or type of housing proposed (e.g., PSH, RRH). Yes

3. At least 20 percent of the total points were based on system performance criteria for the project application (e.g., exits to permanent housing destinations, retention of permanent housing, length of time homeless, returns to homelessness). Yes

1B-3. Projects Rejected/Reduced–Notification Outside of e-snaps. (All Applicants)

Special NOFO Section VII.B.1.b.

You must upload the Notification of Projects Rejected-Reduced attachment to the 4A. Attachments Screen.

Did your CoC reject or reduce any project application(s)? Yes

Did your CoC inform the applicants why their projects were rejected or reduced? Yes

If you selected yes, for element 1 of this question, enter the date your CoC notified applicants that their project applications were being rejected or reduced, in writing, outside of e-snaps. If you notified applicants on various dates, list the latest date of any notification. For example, if you notified applicants on 6/26/22, 6/27/22, and 6/28/22, then you must enter 6/28/22. 10/05/2022
<table>
<thead>
<tr>
<th>1B-3a.</th>
<th>Projects Accepted–Notification Outside of e-snaps. (All Applicants)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Special NOFO Section VII.B.1.b.</strong></td>
<td>You must upload the Notification of Projects Accepted attachment to the 4A Attachments Screen.</td>
</tr>
<tr>
<td>Enter the date your CoC notified project applicants that their project applications were accepted and ranked on the New Priority Listings in writing, outside of e-snaps. If you notified applicants on various dates, list the latest date of any notification. For example, if you notified applicants on 6/26/22, 6/27/22, and 6/28/22, then you must enter 6/28/22.</td>
<td>10/05/2022</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>1B-4.</th>
<th>Web Posting of the CoC-Approved Special NOFO CoC Consolidated Application. (All Applicants)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Special NOFO Section VII.B.1.b.</strong></td>
<td>You must upload the Web Posting–Special NOFO CoC Consolidated Application attachment to the 4A Attachments Screen.</td>
</tr>
<tr>
<td>Enter the date your CoC posted its Special NOFO CoC Consolidated Application on the CoC’s website or affiliate’s website—which included: 1. the CoC Application, and 2. Priority Listings.</td>
<td>10/17/2022</td>
</tr>
</tbody>
</table>
2A. System Performance

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

2A-1. Reduction in the Number of First Time Homeless – Risk Factors.

Describe in the field below:

1. how your CoC determined which risk factors your CoC uses to identify persons becoming homeless for the first time;
2. how your CoC addresses individuals and families at risk of becoming homeless; and
3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the number of individuals and families experiencing homelessness for the first time or to end homelessness for individuals and families.

(limit 2,500 characters)

1. From FY 2020 - FY 2021, there was an increase in the number of people experiencing homeless for the first time by 8% (47% - 55%). The CoC utilizes the VI-SPDAT assessment in the Coordinated Entry workflow to determine which risk factors led to persons becoming homeless for the first time. One factor that may have led to the increase was the COVID-19 pandemic. Furthermore, rents skyrocketed in San Antonio during this timeframe and led the CoC to engage further in housing development conversations with the City and County. Currently, $32 Million is now allocated to PSH development by the City and County. The housing bond also includes development of more affordable rental units.

2. In 2020, to address individuals and families at risk of becoming homeless, the CoC started a coordinated Homeless Prevention (HP) approach. HP coordination was identified as a need in the CoC due to the influx of HP funding in our community through the CARES Act. This included developing an HMIS workflow for people at-risk of homelessness to ensure equitable access to HP services in the community. A weekly HP Subcommittee group continues to convene, which includes stakeholders from ESG recipients and subrecipients, to discuss the amount of funding remaining and the number of clients on the waitlist and to problem solve barriers.

3. SARAH, the Collaborative Applicant, is responsible for overseeing the CoC’s strategy to reduce the number of individuals and families experiencing homelessness for the first time.
2A-2. | Length of Time Homeless–Strategy to Reduce. (All Applicants) |
|---|---|

Special NOFO Section VII.B.2.c.

Describe in the field below:

1. your CoC’s strategy to reduce the length of time individuals and persons in families remain homeless;

2. how your CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and

3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the length of time individuals and families remain homeless.

(limit 2,500 characters)

1. Between FY2020 and FY2021, the CoC did not reduce the average length of time homeless (LOT). Average LOT increased from 4.9% to 5.6%, or a .7% increase. One contributing factor was the delay in obtaining a housing unit, which was mitigated by creating a Housing Surge to speed the process, which involved engaging landlords and incentivizing housing providers. Moreover, the CoC established a workgroup that created a landlord list for the community and did case conferencing on clients who were unable to find a unit. The CoC is now working closely with the local apartment association, housing authorities, and mayor’s office to plan a Housing Summit for landlords in October 2022. The CoC also strategizes to reduce LOT homeless by identifying people with the longest LOT homeless in HMIS and training intake staff regularly on how to assess those who present for assistance to achieve accurate responses on the Coordinated Entry assessment. In 2021, the CoC developed Street Outreach Written Standards in collaboration with homeless response stakeholders and people with lived experience in homelessness to ensure outreach staff in the community are trained on reducing the amount of time someone experiences homelessness. Moreover, the standards contribute to better coordination of outreach efforts and building rapport with clients on the street and in high volume locations.

2. LOT is considered a vulnerability factor in the VI-SPDAT, which will place someone higher on the Coordinated Entry waitlist. Moreover, the CoC identifies and houses individuals and persons in families with the longest LOT homeless through the weekly case conferencing process through Coordinated Entry. The CoC’s outreach workers are trained on coordinated assessment and connect people living on the street or in emergency shelters directly to permanent housing resources through the Coordinated Entry Case Conferencing process.

3. SARAH, the Collaborative Applicant, is responsible for overseeing the CoC’s strategy to reduce the length of time individuals and families remain homeless.

2A-3. | Successful Permanent Housing Placement or Retention. (All Applicants) |
|---|---|

Special NOFO Section VII.B.2.d.

Describe in the field below how your CoC will increase the rate that individuals and persons in families residing in:

1. emergency shelter, safe havens, transitional housing, and rapid rehousing exit to permanent housing destinations; and

2. permanent housing projects retain their permanent housing or exit to permanent housing destinations.
1. From FY20 - FY21, the CoC saw a reduction in exits to permanent housing (PH) destinations from emergency shelter, transitional housing, safe haven, and rapid rehousing projects by 10% (32%). To increase this rate, the CoC monitors exits to PH destinations with CoC-funded projects through quarterly monitoring through the CoC Performance Scorecard Report. The CoC works with grantees who are low performing in this area to increase the rate at which households exit to PH. The CoC also meets monthly with ESG recipients (the City of San Antonio, Bexar County, and the Texas Department of Housing and Community Affairs) to review data on successful placement into PH from these project types. The CoC has developed a strategy to ensure Coordinated Entry assessments can be conducted at the shelters and other entry points of the homeless response system so that people can get connected to housing resources. In 2021, the CoC developed Rapid Rehousing Written Standards in coordination with a HUD technical assistance provider to ensure RRH providers are increasing exits to PH destinations. The CoC has also identified the need to increase the number of PSH units available by 1000, which led to the City of San Antonio funding a Housing Bond to begin development in FY23. The CoC coordinated a Housing Surge, developed a housing strategies workgroup, and coordinated a landlord summit to increase exits to PH destinations.

2. From FY20 - FY21, the CoC increased exits/retention of PH from PH projects by 1% (98%). The CoC conducts quarterly monitoring with CoC grantees to ensure that individuals and persons in families in PH projects retain their PH or exit to PH destinations by ensuring that the program is operating with minimal barriers under Housing First and utilizing clinical, evidence based practices in the client service delivery methods to ensure maximum retention. The CoC has worked with the Public Housing Authority Opportunity Home San Antonio to create a Move-On Preference program for PSH participants to exit into a PH destination with a voucher, and thereby open PSH units to those currently experiencing chronic homelessness, which provides a PH destination for those in emergency shelter or living in a place not meant for human habitation. The CoC also coordinated with Public Housing Authorities on Emergency Housing Voucher (EHV) delivery.

2A-4. Returns to Homelessness—CoC’s Strategy to Reduce Rate. (All Applicants) Special NOFO Section VII.B.2.e.

Describe in the field below:

1. how your CoC identifies individuals and families who return to homelessness;

2. your CoC’s strategy to reduce the rate of additional returns to homelessness; and

3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the rate individuals and persons in families return to homelessness.

(limit 2,500 characters)
1. From FY2020 - FY2021, the CoC had the same percentage of persons who exited to permanent housing destinations that experienced additional spells of homelessness within 6 months (10%). From FY2020 - FY2021, the CoC reduced the rate at which persons who exited to permanent housing destinations who experienced additional spells of homelessness within 12 months by 2% (7% - 5%). The CoC’s strategy to identify returns to homelessness is to utilize the VI-SPDAT assessment in the Coordinated Entry workflow to record the number of times an individual is assessed for housing services, and by monitoring the System Performance Measures report.

2. The CoC’s strategy to reduce the rate of additional returns to homelessness is to practice diversion and connect individuals and families to mainstream resources and benefits. This occurs by communicating available resources to the CoC on a regular basis and training case workers in SSI/SSDI Access, Outreach, and Recovery (SOAR) to assist people in accessing their benefits, which can increase their housing stability. The CoC has also created a community-wide “Ready to Work” program that pays those with low-income a $15/hour stipend while undergoing job training. SARAH is a member of this program. Additionally, SARAH has prioritized the creation of new projects designed to provide long-term assistance with supportive services to ensure that individuals and persons in families have ample time to stabilize in a housing intervention before being exited. The supportive services offered with these long-term projects include connection to mainstream benefits like disability income or TANF, as well as connection to earned income employment resources. SARAH facilitates regular trainings on Housing First to improve service delivery to the client and increase the rate at which clients retain housing.

3. SARAH, the Collaborative Applicant, oversees the CoC's strategy to reduce the rate individuals and persons in families return to homelessness.

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<tbody>
<tr>
<td>Special NOFO Section VII.B.2.f.</td>
</tr>
<tr>
<td>Describe in the field below:</td>
</tr>
<tr>
<td>1. the strategy your CoC has implemented to increase employment cash sources;</td>
</tr>
<tr>
<td>2. how your CoC works with mainstream employment organizations to help individuals and families increase their cash income; and</td>
</tr>
<tr>
<td>3. provide the organization name or position title that is responsible for overseeing your CoC’s strategy to increase income from employment.</td>
</tr>
</tbody>
</table>

(limit 2,500 characters)
1. From FY2020 - FY2021, the CoC saw a reduction in increased income from employment of CoC program participants in system stayers (-1%) and leavers (-11%). The total percentage for stayers was 8%; for leavers, it was 26%. The CoC’s strategy to increase access to employment resources has centered around ensuring client access to the Local Workforce, Texas Workforce Commission (TWC), entering into an MOU with the Workforce to design a co-enrollment referral process with TWC and the Coordinated Entry System (CES), and helping nonprofit agencies implement referral procedures. To increase access to employment, the CoC has partnered with the TWC to design a co-enrollment mechanism for referrals to TWC through the CES, and ensured several nonprofit agencies who incorporated employment into their case management services and have included employment specific resources.

2. The CoC works with mainstream employment organizations to help individuals and families increase their cash income by partnering with the TWC to design a co-enrollment mechanism for referrals to TWC through the CES. The CoC has also created a community-wide “Ready to Work” program that pays those with low-income a $15/hour stipend while undergoing job training. SARAH is a member of this program. The CoC also engages several employment providers in the CoC Membership Council, which is comprised of CoC and non-CoC community members who have a vested interest in serving people experiencing homelessness, to create avenues for access to the available resources in the community. Haven for Hope, the largest shelter and access point for homeless services in the CoC, created an employment program to allow people experiencing literal homelessness to transition seamlessly into employment by direct referral and employment case management services. Haven has recruited several local resources, to include private employers and local nonprofits, to partner with their agency and with the CoC Membership Council to provide employment resources to the community to help individuals and families increase their cash income.

3. SARAH, the Collaborative Applicant, is responsible for monitoring income growth at the agency and system level and developing strategies for the community.

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<tbody>
<tr>
<td></td>
<td>Special NOFO Section VII.B.2.f.</td>
</tr>
<tr>
<td>Describe in the field below:</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>the strategy your CoC has implemented to increase non-employment cash income;</td>
</tr>
<tr>
<td>2.</td>
<td>your CoC’s strategy to increase access to non-employment cash sources; and</td>
</tr>
</tbody>
</table>
3. provide the organization name or position title that is responsible for overseeing your CoC’s strategy to increase non-employment cash income.

(limit 2,500 characters)

1. From FY2020 - FY2021, the CoC saw a reduction in increased income from non-employment cash sources in system stayers (-2%) and leavers (-7%). The CoC’s strategy to increase access to non-employment income resources is the implementation of the Social Security Administration’s SOAR (SSI/SSDI Outreach Access and Recovery) program. The CoC’s strategy to increase access to non-employment case sources is by being established as the local SOAR lead and advocating for the use of SOAR training for all agencies to streamline the benefits application process. The CoC has spearheaded San Antonio/Bexar County’s efforts to increase the number of SOAR trained workers by hosting training cohorts with the Substance Abuse and Mental Health Services Administration (SAMHSA). The CoC has SOAR-certified staff who attended the national conference on SOAR. The CoC also partners closely with Haven for Hope, the largest Emergency Shelter provider, and the Center for Health Care Services, the local mental health authority, who both have dedicated departments with benefits enrollment specialists who prioritize applications for individuals and persons in families experiencing homelessness.

2. SARAH, the Collaborative Applicant, is responsible for overseeing the CoC’s strategy to increase non-employment cash benefits
### 2B. Coordination and Engagement—Inclusive Structure and Participation

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
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- Frequently Asked Questions

#### 2B-1. Inclusive Structure and Participation—Participation in Coordinated Entry. (All Applicants)

Special NOFO Sections VII.B.3.a.(1)

<table>
<thead>
<tr>
<th>Organization/Person</th>
<th>Participated in CoC Meetings</th>
<th>Voted, Including Electing of CoC Board Members</th>
<th>Participated in CoC's Coordinated Entry System</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Affordable Housing Developer(s)</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>2. Agencies serving survivors of human trafficking</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>3. CDBG/HOME/ESG Entitlement Jurisdiction</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>4. CoC-Funded Victim Service Providers</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>5. CoC-Funded Youth Homeless Organizations</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>6. Disability Advocates</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>7. Disability Service Organizations</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>8. Domestic Violence Advocates</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>9. EMS/Crisis Response Team(s)</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>10. Homeless or Formerly Homeless Persons</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>11. Hospital(s)</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>12. Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)</td>
<td>Nonexistent</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>13. Law Enforcement</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>14. Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ+) Advocates</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>15. LGBTQ+ Service Organizations</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>16. Local Government Staff/Officials</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>17. Local Jail(s)</td>
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<td>Yes</td>
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<tr>
<td>18. Mental Health Service Organizations</td>
<td>Yes</td>
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<td>Yes</td>
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<tr>
<td>19. Mental Illness Advocates</td>
<td>Yes</td>
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<td>Yes</td>
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Applicant: San Antonio/Bexar County CoC
Project: TX-500 CoC Registration FY22

TX-500_CoC
COC_REG_2022_192060

FY2022 Special NOFO CoC Application Page 11 10/18/2022
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<td>20.</td>
<td>Non-CoC Funded Youth Homeless Organizations</td>
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<td>21.</td>
<td>Non-CoC-Funded Victim Service Providers</td>
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<tr>
<td>22.</td>
<td>Organizations led by and serving Black, Brown, Indigenous and other People of Color</td>
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<tr>
<td>23.</td>
<td>Organizations led by and serving LGBTQ+ persons</td>
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<td>24.</td>
<td>Organizations led by and serving people with disabilities</td>
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<tr>
<td>25.</td>
<td>Other homeless subpopulation advocates</td>
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<td>26.</td>
<td>Public Housing Authorities</td>
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<td>27.</td>
<td>School Administrators/Homeless Liaisons</td>
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<td>28.</td>
<td>Street Outreach Team(s)</td>
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<tr>
<td>29.</td>
<td>Substance Abuse Advocates</td>
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<td>30.</td>
<td>Substance Abuse Service Organizations</td>
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<td>31.</td>
<td>Youth Advocates</td>
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<tr>
<td>32.</td>
<td>Youth Service Providers</td>
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<td></td>
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<tr>
<td>33.</td>
<td>State Domestic Violence Coalition</td>
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<tr>
<td>34.</td>
<td>Other:(limit 50 characters)</td>
<td></td>
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</tbody>
</table>

2B-2. Open Invitation for New Members. (All Applicants)

Special NOFO Section VII.B.3.a.(2), V.B.3.g.

Describe in the field below how your CoC:

1. communicated the invitation process annually to solicit new members to join the CoC;
2. ensured effective communication with individuals with disabilities, including the availability of accessible electronic formats;
3. conducted outreach to ensure persons experiencing homelessness or formerly homeless persons are encouraged to join your CoC; and
4. invited organizations serving culturally specific communities experiencing homelessness in the geographic area to address equity (e.g., Black, Latino, Indigenous, other People of Color, persons with disabilities).

(limit 2,500 characters)
1. The CoC publicizes its mission, vision, and values on the CoC website and offers opportunities for new members to join the CoC via workgroups, Membership Council, volunteer opportunities and events, newsletter updates, and 1-on-1 CoC overview meetings. The CoC sent a monthly e-newsletter encouraging community members to join the CoC. The application for Membership Council includes categories of stakeholders to promote diversity and inclusion of key partners. The CoC also utilized social media, news media outlets, press conferences, and promotion of the Point-in-Time Count to solicit new members. During COVID-19, the CoC started a public weekly virtual meeting to report updates on matters related to homelessness, such as closures, safety planning, and resources. This meeting has continued bi-weekly.

2. Digital communication is distributed in electronic format and downloadable as an accessible PDF. The CoC accompanies presentations with visual aids. The CoC is mindful of using appropriate font size and color contrast between the font and background in graphics, documents, digital communications, and other visual imagery. The CoC offers a variety of contact methods for the community, including in-person, phone, email, web forms, and social media.

3. The CoC and the San Antonio/Bexar County Youth Action Board (YAB), composed of youth and young adults under age 25 whom have experienced homelessness, recruited those with lived experience to participate in the YAB, which has direct decision-making authority within the CoC. These invitations were on the CoC's website, and the YAB held outreach events in the community, including a Pride event. Moreover, many people with lived experience subscribe to the CoC's e-newsletter and receive invitations to events and CoC meetings. The CoC has also coordinated with Hope Heals Coalition, comprised of individuals with lived experience of homelessness. CoC staff is involved in non-CoC working groups to engage individuals with lived experience that are not currently associated with the CoC.

4. The CoC has invited local organizations serving culturally specific groups experiencing homelessness, including Black/African American, undocumented, BIPOC, and Southeastern Asian communities, to address equity. Such organizations include Black Freedom Factory and Yanawana Herbolarios, who participate in Membership Council, workgroups, and community meetings.

**2B-3. CoC's Strategy to Solicit/Consider Opinions on Preventing and Ending Homelessness. (All Applicants)**

Special NOFO Section VII.B.3.a.(3)

Describe in the field below how your CoC:

1. solicited and considered opinions from a broad array of organizations and individuals that have knowledge of homelessness or an interest in preventing and ending homelessness;

2. communicated information during public meetings or other forums your CoC uses to solicit public information; and

3. took into consideration information gathered in public meetings or forums to address improvements or new approaches to preventing and ending homelessness.
1. The CoC Membership Council solicits opinions from agencies with an interest in preventing and ending homelessness. The Council consists of over 40 agencies making up a broad array of organizations, such as school districts, victim service providers, substance use advocates, youth advocates, veteran advocates, and disability advocates. The Membership Council meets bi-monthly to vote on best practices for the homeless community. The workgroups use community input to develop outreach services, the Coordinated Entry System, and processes of the CoC. The Council application is utilized to track the specific agency types who are engaged in the Council (e.g. hospitals, human trafficking, etc.) to ensure that a well-rounded group of decision-makers are present. The CoC actively recruits agencies and skill sets to fill gaps in representation. Moreover, seats on Board Committees that recommend policy decisions on Coordinated Entry, HMIS, and the PIT Count are strategically selected to ensure a broad range of expertise and solicited input.

2. The CoC uses the Membership Council, Workgroups, formal Committees, website, newsletters, digital polls, Zoom meetings, Bi-Weekly Community Calls, and Federal Grant Recipient Monthly Calls to communicate and solicit public information and address improvements or new approaches to preventing and ending homelessness. The CoC also disseminates weekly emails to keep CoC Board members informed of initiatives and recent news on homelessness and housing insecurity. The CoC utilizes accessible PDFs to outreach to persons with disabilities. The CoC has provided Homelessness 101 presentations with several community and neighborhood groups to inform on the state of homelessness and how they can get involved. CoC staff has participated in panels to educate on homelessness and housing insecurity, along with answering questions of participants, including at a college campus, a local leadership development group, and on a virtual roundtable with LISC San Antonio.

3. The CoC is an active participant in relevant community meetings and forums to ensure comprehensive improvements and new approaches to preventing and ending homelessness including City Council and County Commissioner meetings, San Antonio’s Homeless Strategic Plan, Strategic Housing Implementation Plan, housing bond, and Housing Commission. An example is that SARAH’s Executive Director co-chaired the city’s first Housing Bond which resulted in $25 Million allocated to PSH.

2B-4. Public Notification for Proposals from Organizations Not Previously Funded. (All Applicants)

Special NOFO Section VII.B.3.a.(4)

Describe in the field below how your CoC notified the public:

1. that your CoC’s local competition was open and accepting project applications;

2. that your CoC will consider project applications from organizations that have not previously received CoC Program funding;

3. about how project applicants must submit their project applications;

4. about how your CoC would determine which project applications it would submit to HUD for funding; and
5. how your CoC effectively communicated with individuals with disabilities, including making information accessible in electronic formats.

(limit 2,500 characters)

1. Each funding announcement stated that the CoC is accepting new project application proposals. The funding announcement was uploaded publicly to the CoC’s website and shared broadly across stakeholders. The CoC shared CoC program funding information broadly with the community through the CoC monthly newsletter, email blasts, and at the open Community Collaboration Call. The CoC held a virtual Grant Conference on September 6, 2022, prior to the local competition deadline, that was open to current funded organizations as well as new agencies.

2. Each funding announcement stated that the CoC will consider applications from organizations that have not previously received CoC program funding. The funding announcement was uploaded publicly to the CoC’s website and shared broadly across potential new stakeholders. The CoC held a virtual Grant Conference on September 6, 2022, prior to the local competition deadline, that was open to current funded organizations as well as new agencies. There were six new partner agencies that attended the conference.

3. The method for submitting the proposals was posted on the CoC website on August 26, 2022, with detailed instructions created by the CoC. The process for applying was to attend the Grant Conference on September 6, 2022, and submit a project application through e-snaps by September 20, 2022. All project applicants also were required to attend a virtual technical assistance session with CoC staff to discuss their project design and alignment with CoC Plan.

4. An Independent Review Team with backgrounds in lived experience, government, racial equity, grant writing, housing, and homelessness reviewed new and renewal applications using a publicized scoring tool and ranking policy approved by the CoC Board to determine whether the project application will be included in the FY22 CoC Program competition process. This scoring and ranking policy was posted on the CoC website.

All materials related to the CoC Program Competition are clearly posted to the CoC website and downloadable in an accessible PDF format. The TA sessions are held virtually which eliminates transportation barriers and includes audio and visual guidance.
2C. Coordination / Engagement–with Federal, State, Local, Private, and Other Organizations

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

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

Special NOFO Section VII.B.3.b.

Describe in the field below how your CoC:

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

(limit 2,500 characters)

1. The CoC meets bi-weekly with the City of San Antonio (COSA), Bexar County, and the Texas Department of Housing and Community Affairs (TDHCA), who are ESG Program recipients, to discuss planning, allocation of ESG funds, performance, and spending. The CoC coordinated a collaborative funding competition for ESG-CV funding with COSA and Bexar County to ensure alignment and to improve and streamline the application process.

2. At the bi-weekly meetings, the CoC, COSA, Bexar County, and THDCA evaluate and discuss performance of ESG and ESG-CV recipients and subrecipients. A Monthly Summary Report is exported from the HMIS that looks at macro and micro-level data for projects that participate in Coordinated Entry. HUD TA assisted with comparing performance metrics to ensure alignment. HUD TA also assisted with updated ESG Written Standards to include HUD waivers and other updates informed by the community. COSA and Bexar County have seats on the CoC Board and meet regularly with the CoC to ensure alignment in evaluating and reporting performance of ESG Program recipients and subrecipients. The CoC also participated in the scoring review panel for ESG funding for COSA and Bexar County.

3. The CoC provides PIT and HIC data to Consolidated Plan jurisdictions at the bi-weekly meetings. The CoC also participated in input forums for the Consolidated plan and assisted with setting homelessness priorities utilizing data.

4. The CoC holds regular meetings with COSA and Bexar County to communicate homeless information and priorities for the Consolidated Plan. The COSA FY 2022-2026 proposed consolidated plan includes Priority 3: Provide Housing and Supportive Services for Homeless Population. The Bexar County 2021-2025 plan includes a priority: Reduce homelessness by assisting individuals and families to stabilize in permanent housing.

2C-3. Discharge Planning Coordination. (All Applicants)

Special NOFO Section VII.B.3.c.

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

### 2. Health Care
- Yes

### 3. Mental Health Care
- Yes

### 4. Correctional Facilities
- Yes

#### 2C-4. CoC Collaboration Related to Children and Youth–SEAs, LEAs, School Districts. (All Applicants)

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

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

#### 2C-4a. CoC Collaboration Related to Children and Youth–SEAs, LEAs, School Districts–Formal Partnerships. (All Applicants)

Describe in the field below:

1. how your CoC collaborates with the entities checked in Question 2C-4; and
2. the formal partnerships your CoC has with the entities checked in Question 2C-4.

(limit 2,500 characters)
Youth Education Providers: The CoC Membership Council includes youth education providers who attend and participate in CoC meetings. Membership Council members must apply, be accepted by the CoC Board, and agree to attend 75% of meetings in the calendar year. The CoC has a Youth Homelessness Demonstration Program (YHDP) Steering Committee that includes youth education providers who provide expertise on implementing the Coordinated Community Plan (CCP). In 2020, the University of San Antonio-Texas received funding for an RRH YHDP project.

LEA & SEA: The CoC collaborates with the SEA and LEAs in the following ways. Through YHDP, the CoC coordinated with an LEA on an intensive technical assistance project that focused on education coordination. Moreover through a partnership with our LEA, the CoC has committed to present annual Coordinated Entry System (CES) training and resource connection trainings to homeless school liaisons and family engagement specialists. The CoC also partners with school districts during the Point-in-Time Count and volunteers assist with youth-specific counting methodology.

School Districts: The CoC has a Memorandum of Understanding with the University of Texas San Antonio as a recipient of YHDP and a CES partner. Other formal school district partnerships include integrating Alamo Colleges as an HMIS Organization, as achieved through signed agreements. Moreover, as established by the CoC Governance Bylaws, there is a reserved McKinney Vento voting seat on the CoC Board of Directors to ensure that education remains a critical component in addressing homelessness.

CoC Collaboration Related to Children and Youth–Informing Individuals and Families Experiencing Homelessness about Eligibility for Educational Services. (All Applicants)

Special NOFO Section VII.B.3.d.

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

(limit 2,500 characters)

The CoC has a policy for Education for Children and Youth to ensure that households with children, including unaccompanied youth, are identified, informed of available educational rights and resources, and supported to access educational services available to them. This applies to all participants aged 25 and below. Each grantee must designate a staff person with responsibilities for coordinating with the Homeless Liaison at the local education authority and informing participants of their rights for educational services. The CoC conducts quarterly site visits with CoC and YHDP funded agencies to ensure grantees follow the community’s written standards. The CoC collaborates with the City of San Antonio and Bexar County (Consolidated Plan Jurisdictions) to ensure ESG grantees are also operating programs according to these standards.
### 2C-5. Mainstream Resources–CoC Training of Project Staff. (All Applicants)

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

<table>
<thead>
<tr>
<th>Mainstream Resource</th>
<th>CoC Provides Annual Training?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Food Stamps</td>
<td>Yes</td>
</tr>
<tr>
<td>2. SSI–Supplemental Security Income</td>
<td>Yes</td>
</tr>
<tr>
<td>3. TANF–Temporary Assistance for Needy Families</td>
<td>Yes</td>
</tr>
<tr>
<td>4. Substance Abuse Programs</td>
<td>Yes</td>
</tr>
<tr>
<td>5. Employment Assistance Programs</td>
<td>Yes</td>
</tr>
<tr>
<td>6. Other</td>
<td></td>
</tr>
</tbody>
</table>

You must select a response for elements 1 through 6 in question 2C-5.

### 2C-5a. Mainstream Resources–CoC Collaboration with Project Staff Regarding Healthcare Organizations. (All Applicants)

Describe in the field below how your CoC:

1. systematically provides up-to-date information on mainstream resources available for program participants (e.g., Food Stamps, SSI, TANF, substance abuse programs) within your CoC’s geographic area;
2. works with project staff to collaborate with healthcare organizations to assist program participants with enrolling in health insurance;
3. provides assistance to project staff with the effective use of Medicaid and other benefits; and
4. works with projects to promote SOAR certification of program staff.

(limit 2,500 characters)
1. The CoC systematically updates program staff on mainstream resources such as food stamps, SSI, TANF, and substance abuse programs by working with the nonprofit SACRD (San Antonio Community Resource Directory) to maintain an online Resource Guide that is shared on the CoC website and at Coordinated Entry intake locations. The CoC shares mainstream resources biweekly during the Community Collaboration Call (CCC) and holds space for community sharing at the end of each call. External organizations provide training and presentations during CCCs and Membership Council meetings to educate CoC members on current available resources and programs. The CoC also shares resources and information on its website and social media platforms. The CoC attends meetings such as the Southwest Texas Regional Advisory Council Monthly Benefits Meeting to share information on mainstream resources available.

2. Our CoC has Care Link, which is health insurance for those with low income, at key entry points in the homeless response system. Wellcare is also a CoC partner that educates and advocates for equal access to healthcare. The CoC has also met with United Healthcare, whom applied for a pilot program, and Community First (a local MCO) on ways to increase health insurance enrollment and to identify opportunities to partner in providing supportive services in housing. Community healthcare organizations such as Wellcare, San Antonio Metropolitan Health District, The National Alliance on Mental Illness (NAMI) San Antonio, and UT Health San Antonio’s Be Well Texas have all presented at CoC meetings to share how partner clients can access services.

3. The CoC provides technical assistance on the effective utilization of Medicaid and other benefits to CoC and ESG providers as needed and at monthly calls with federally funded providers. When needed, the CoC seeks guidance from local community experts on utilizing these resources.

4. As the local SOAR (SSI/SSDI Outreach, Access, and Recovery) lead agency, the CoC collaborates with homeless service providers to provide information about local Managed Care Organizations and provided a training to providers in 2021 on how to enroll SOAR applicants into healthcare organizations. The CoC has led two training cohorts on the SOAR process, with plans to expand the program over the next several years. Haven for Hope, the site of the largest Coordinated Entry access point and Emergency Shelter, has co-located partners offering mainstream medical benefits connections.
3A. New Projects With Rehabilitation/New Construction Costs

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

| Special NOFO Section VII.A. |

If the answer to the question below is yes, you must upload the CoC Letter Supporting Capital Costs attachment to the 4A. Attachments Screen.

| Is your CoC requesting funding for any new project(s) under the Rural Set Aside for housing rehabilitation or new construction costs? | No |

Applicant: San Antonio/Bexar County CoC  
Project: TX-500 CoC Registration FY22  
TX-500_CoC  
COC_REG_2022_192060
### 3B. Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

#### 3B-1. Designating SSO/TH/Joint TH and PH-RRH Component Projects to Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes. (Rural Set Aside Only)

<table>
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<tr>
<th>Question</th>
<th>Answer</th>
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</thead>
<tbody>
<tr>
<td>Is your CoC requesting to designate one or more of its SSO, TH, or Joint TH and PH-RRH component projects to serve families with children or youth experiencing homelessness as defined by other Federal statutes?</td>
<td>No</td>
</tr>
</tbody>
</table>

#### 3B-2. Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes. (Rural Set Aside Only)

Special NOFO Section VII.C.

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

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

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

2. how your CoC will meet requirements described in Section 427(b)(1)(F) of the Act.

(limit 2,500 characters)

N/A
# 4A. Attachments Screen For All Application Questions

Please read the following guidance to help you successfully upload attachments and get maximum points:

1. You must include a Document Description for each attachment you upload; if you do not, the Submission Summary screen will display a red X indicating the submission is incomplete.

2. You must upload an attachment for each document listed where ‘Required?’ is ‘Yes’.

3. We prefer that you use PDF files, though other file types are supported—please only use zip files if necessary. Converting electronic files to PDF, rather than printing documents and scanning them, often produces higher quality images and reduces file size. Many systems allow you to create PDF files as a Print Option. If you are unfamiliar with this process, you should consult your IT Support or search for information on Google or YouTube.

4. Attachments must match the questions they are associated with.

5. Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process.

6. If you cannot read the attachment, it is likely we cannot read it either. - We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time). - We must be able to read everything you want us to consider in any attachment.

7. Open attachments once uploaded to ensure they are the correct attachment for the required Document Type.

<table>
<thead>
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<th>Document Type</th>
<th>Required?</th>
<th>Document Description</th>
<th>Date Attached</th>
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</thead>
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<td>1B-1. Local Competition ...</td>
<td>09/30/2022</td>
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<tr>
<td>1B-2. Local Competition Scoring Tool</td>
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<td>1B-2. Local Competition ...</td>
<td>09/30/2022</td>
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<td>1B-3. Notification of Projects</td>
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<td>1B-3. Notification of Projects</td>
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<td>Rejected-Reduced</td>
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<td>1B-3a. Notification of Projects</td>
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<td>1B-3a. Notification of Projects</td>
<td>10/18/2022</td>
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<td>1B-4. Special NOFO CoC Consolidated</td>
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<td>Application</td>
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<td>Costs</td>
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<td>3B-2. Project List for Other</td>
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<td></td>
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<td>Federal Statutes</td>
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<tr>
<td>P-1. Leveraging Housing Commitment</td>
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<tr>
<td>P-1a. PHA Commitment</td>
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<td>P-1a. PHA Commitment</td>
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<tr>
<td>P-3. Healthcare Leveraging Commitment</td>
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<td></td>
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<tr>
<td>P-9c. Lived Experience Support Letter</td>
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<td>P-9c. Lived Experience Support</td>
<td>10/18/2022</td>
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<tr>
<td>Letter</td>
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Attachment Details

Document Description: 1B-1. Local Competition Deadline

Attachment Details

Document Description: 1B-2. Local Competition Scoring Tool

Attachment Details

Document Description: 1B-3. Notification of Projects Rejected-Reduced

Attachment Details

Document Description: 1B-3a. Notification of Projects Accepted

Attachment Details

Document Description:
Attachment Details

Document Description: P-1a. PHA Commitment

Attachment Details

Document Description: P-9c. Lived Expertise Support Letter
Attachment Details

Document Description: Plan. CoC Plan
Submission Summary

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

<table>
<thead>
<tr>
<th>Page</th>
<th>Last Updated</th>
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<tbody>
<tr>
<td>1A. CoC Identification</td>
<td>09/30/2022</td>
</tr>
<tr>
<td>1B. Project Review, Ranking and Selection</td>
<td>10/18/2022</td>
</tr>
<tr>
<td>2A. System Performance</td>
<td>09/30/2022</td>
</tr>
<tr>
<td>2B. Coordination and Engagement</td>
<td>09/30/2022</td>
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<td>2C. Coordination and Engagement–Con't.</td>
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<td>3A. New Projects With Rehab/New Construction</td>
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<tr>
<td>3B. Homelessness by Other Federal Statutes</td>
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<td>4A. Attachments Screen</td>
<td>Please Complete</td>
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<tr>
<td>Submission Summary</td>
<td>No Input Required</td>
</tr>
</tbody>
</table>
1B-1.
Local Competition Deadline
FY22 Special Unsheltered CoC Program NOFO — Competition

Applications are due in e-snaps by September 20, 2022, at 11:59pm Central

- [Click here](#) to register for the required grant conference on September 6, 2022, from 11am – 12pm
- [Click here](#) to sign up for a mandatory TA session with SARAH staff. Please bring a completed Project Eligibility and Threshold Checklist (see below).

For technical assistance, email [grants@sarahhomeless.org](mailto:grants@sarahhomeless.org)

Application Resources:
- [FY22 TX-500 Special Unsheltered CoC NOFO](#)
1B-2.
Local Competition Scoring Tool
TX-500 San Antonio and Bexar County Continuum of Care Policies and Procedures

CONTINUUM OF CARE PROGRAM GRANT
SOUTH ALAMO REGIONAL ALLIANCE FOR THE HOMELESS
CoC Policies and Procedures: Continuum of Care Program Grant

Continuum of Care (CoC) Program Grant Overview .......................................................... 3
CoC Program Grant Priority Policy ..................................................................................... 3
CoC Program Independent Review Team (IRT) ................................................................. 4
  IRT Voting Process ........................................................................................................... 5
  YHDP Replacement Projects ......................................................................................... 5
CoC Program Application Review and Deficiency Process .............................................. 5
CoC Project Ranking Policy ............................................................................................... 6
  Scoring Process ................................................................................................................ 6
Grievance and Appeals Process .......................................................................................... 7
Grant Reallocation Policy .................................................................................................. 8
  Voluntary Reallocation .................................................................................................... 8
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  Significant De-obligated Funds ....................................................................................... 9
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Appendix B – Special CoC Program Unsheltered NOFO Scoring Rubrics

New Project – Permanent Housing

San Antonio/Bexar County Special CoC Program Unsheltered IRT Scoring Rubric

**New Project – PH**

<table>
<thead>
<tr>
<th>Category</th>
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</thead>
<tbody>
<tr>
<td><strong>Application Submission &amp; Funding Priority</strong> (to be completed by SARAH staff)</td>
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<td>• Applicant followed instructions to submit the application on time and with all required attachments</td>
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<td>o Applications submitted late will receive a deduction in accordance with the CoC Program Policy.</td>
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<tr>
<td><strong>Applicant Experience, Prior System Performance Outcomes, &amp; Capacity (e-snaps 2B)</strong></td>
<td></td>
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<tr>
<td>• Applicant has experience effectively utilizing and leveraging federal funds and performing the activities proposed in the application (2B1 and 2B2): (___/5 points)</td>
<td></td>
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<tr>
<td>o No experience (0 points)</td>
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<tr>
<td>o 1 – 3 years (1 point)</td>
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<td>o 3 – 5 years (3 points)</td>
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<tr>
<td>o 5+ years (5 points)</td>
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<tr>
<td>• Applicant describes system performance measure outcomes from prior PH project, including bed utilization rate; increase in income (employment, cash, and/or non-cash income); exits to or retention of permanent housing; and length of time between project state date and housing move-in date. If applicant has no experience with this project type, list N/A (2B1) (___/40 points)</td>
<td>60</td>
<td></td>
</tr>
</tbody>
</table>
- Average bed utilization rate (%) (___/10 points)
  - >85% = 10 points
  - <=85% and >75% = 5 points
  - <=75% and >65% = 3 points
- Increase in employment, cash, and non-cash income (%) (___/10 points)
  - PSH
    - >= 25% = 10 points
    - >= 20% and < 25% = 5 points
    - >=20% and <15% = 3 points
  - RRH
    - >= 50% = 10 points
    - >= 40% and < 50% = 5 points
    - >=30% and < 40% = 3 points
- Exits to or retention of permanent housing (___/10 points)
  - >= 90% = 10 points
  - >= 85% = 5 points
  - >= 80% = 3 points
- Length of time between Project Start Date and Housing Move-in Date (___/10 points)
  - <=30 days = 10 points
  - <=45 days and >30 days = 5 points
  - <=60 days and >45 days = 3 points
- Applicant’s fiscal management structure is in accordance with generally accepted accounting principles. Applicant describes internal controls and financial policies and procedures (2B3). (___/10 points)
- Applicant has no unresolved HUD monitoring or OIG audit findings for any HUD grants (2B4). (___/5 points)

Project Description (e-snaps 3B)
- Applicant provides thorough description of project to include target population(s) to be served, project plan for addressing the identified housing and supportive service needs, anticipated project outcome(s), coordination with other organizations, how the CoC Program funding will be used, describes barriers to participation faced by persons of different races or those who are over represented in the local homeless population and identifies strategies to

| | 40 |
eliminate these barriers, and acknowledges the project will ensure privacy, respect, safety, and access regardless of gender identity or sexual orientation (3B1). (___/10 points)

- Applicant comprehensively describes how project is consistent with the CoC Plan (3B1a). (___/10 points)
- Applicant has a manageable and realistic plan for project milestones (3B2). (___/5 points)
- Applicant acknowledges they will utilize Coordinated Entry or will utilize an alternate Coordinated Entry process that meets HUD’s requirements if applicant is a victim service provider (3B4). (___/5 points)
- Applicant acknowledges they will operate their project by Housing First standards and quickly move participants into permanent housing with no barriers to entry, no preconditions, and will not terminate participants for lack of participation. (3B5). (___/10 points)

<table>
<thead>
<tr>
<th>Housing and Services (e-snaps 4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant comprehensively describes how program participants will be assisted to obtain and remain in permanent housing, including (4A1): (___/10 points)</td>
</tr>
<tr>
<td>o Acknowledging the needs of the target population and a plan that addresses the types of assistance that will be provided to ensure participants move into appropriate permanent housing as well as either remain in or move to other permanent housing once assistance is no longer needed.</td>
</tr>
<tr>
<td>o How the applicant will determine the right type of housing that fits the needs of participants (should match information on screen 4B. Housing Type).</td>
</tr>
<tr>
<td>o If applicant will use rental assistance or leasing assistance and how they will work with landlords to address possible issues and challenges.</td>
</tr>
<tr>
<td>o The type of assistance and support the applicant will provide to participants to overcome challenges to permanent housing.</td>
</tr>
<tr>
<td>o How the applicant will work with participants to set goals toward successful retention of permanent housing.</td>
</tr>
</tbody>
</table>
- Applicant describes specific plan to coordinate and integrate with other mainstream health, social services, and employment programs (4A2): (___/10 points)
  - How applicant will assist program participants with obtaining and increasing employment income that will lead to successful exits from homelessness.
  - The type of mainstream services the applicant will assist participants with obtaining to increase non-employment income.
  - The type of social services the applicant will provide access and help participants obtain.
  - How the applicant will provide access to healthcare benefits and resources.

- Applicant provides comprehensive list of supportive services given to support participants’ successful placement and retention into permanent housing (4A3, 4A4, 4A5, 4A6). (___/10 points)

<table>
<thead>
<tr>
<th>Program Participants (e-snaps 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant’s estimated persons and households served is viable and aligns with the project description (5A and 5B). (___/10 points)</td>
</tr>
</tbody>
</table>

| TOTAL | 150 |
New Project – Supportive Services Only (Coordinated Entry)

San Antonio/Bexar County Special CoC Program Unsheltered IRT Scoring Rubric
New Project – SSO-CE

<table>
<thead>
<tr>
<th>Category</th>
<th>Max Points</th>
<th>Final Score</th>
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<tbody>
<tr>
<td><strong>Application Submission</strong></td>
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<tr>
<td>Applicant followed instructions to submit the application on time and with all required attachments</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>o Applications submitted late will receive a deduction in accordance with the CoC Program Policy.</td>
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<tr>
<td>o Applications with deficiencies will receive a deduction in accordance with the CoC Program Policy.</td>
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<td></td>
</tr>
<tr>
<td>Application attended Grant Conference and technical assistance session, passed threshold review, and project is aligned with the CoC Plan (___/10 points)</td>
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<td></td>
</tr>
<tr>
<td>** Applicant Experience and Capacity (e-snaps 2B)**</td>
<td></td>
<td>60</td>
</tr>
<tr>
<td>Applicant has experience effectively utilizing and leveraging federal funds and performing the activities proposed in the application (2B1 and 2B2): (___/30 points)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o No experience (0 points)</td>
<td></td>
<td></td>
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<tr>
<td>o 1 – 3 years (10 points)</td>
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<td></td>
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<tr>
<td>o 3 – 5 years (15 points)</td>
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<tr>
<td>o 5+ years (30 points)</td>
<td></td>
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<tr>
<td>Applicant’s fiscal management structure is in accordance with generally accepted accounting principles (2B3). (___/15 points)</td>
<td></td>
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<tr>
<td>Applicant has no unresolved HUD monitoring or OIG audit findings for any HUD grants (2B4). (___/15 points)</td>
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<tr>
<td>** Project Description (e-snaps 3B)**</td>
<td></td>
<td>80</td>
</tr>
<tr>
<td>Applicant provides thorough description of project to include project plan for addressing coordinated entry needs, anticipated project outcome(s), coordination with other organizations, how the CoC Program funding will be used, describes barriers to participation faced by persons of different races or those who are overrepresented in the local homeless population and identifies strategies to eliminate</td>
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</tbody>
</table>
these barriers, and acknowledges the project will ensure privacy, respect, safety, and access regardless of gender identity or sexual orientation (3B1). (___/35 points)

- Applicant has a manageable and realistic plan for project milestones (3B2). (___/5 points)
- Applicant’s plan for implementing the project includes the following (3B4): (___/30 points)
  - Acknowledgement that the coordinated entry process will cover the entire CoC geographic area (3B4a).
  - Acknowledgement that the coordinated entry process will be affirmatively marketed and easily accessible by those seeking assistance (3B4b).
  - An effective advertisement strategy that details how it will reach those with the highest barriers to accessing assistance, to include persons with disabilities and those with limited English proficiency (3B4c).
  - Acknowledgement that the coordinated entry process uses a comprehensive, standardized process (3B4d).
  - A thorough description of the referral process and how it ensures participants are directed to appropriate housing and services in coordinated with CoC and ESG providers (3B4e).
  - Acknowledgement that the project only limits differences to those allowed in the Coordinated Entry Notice (3B4f).
  - Acknowledgement that the project will refer persons to projects that coordinate and integrate health, social services, and employment programs (3B4g).

| TOTAL | 150 |
New Project – Supportive Services Only (non-Coordinated Entry)

San Antonio/Bexar County Special CoC Program Unsheltered IRT Scoring Rubric

New Project – SSO

<table>
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<tr>
<th>Category</th>
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<tbody>
<tr>
<td><strong>Application Submission &amp; Funding Priority</strong> (to be completed by SARAH staff)</td>
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<td>o Applications submitted late will receive a deduction in accordance with the CoC Program Policy.</td>
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<td>o Applications with deficiencies will receive a deduction in accordance with the CoC Program Policy.</td>
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<tr>
<td>• Application attended Grant Conference and technical assistance session, passed threshold review, and project is aligned with the CoC Plan (___/10 points)</td>
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</tr>
<tr>
<td><strong>Applicant Experience, Prior System Performance Outcomes &amp; Capacity (e-snaps 2B)</strong>*</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>• Applicant has experience effectively utilizing and leveraging federal funds and performing the activities proposed in the application (2B1 and 2B2): (___/5 points)</td>
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<tr>
<td>o No experience (0 points)</td>
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<tr>
<td>o 1 – 3 years (1 point)</td>
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<tr>
<td>o 3 – 5 years (3 points)</td>
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<td>o 5+ years (5 points)</td>
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<tr>
<td>• Applicant describes system performance measure outcomes from prior SSO project, including bed utilization rate; increase in income (employment, cash, and/or non-cash income); exits to or retention of permanent housing; and length of time between project state date and housing move-in date. If applicant has no experience with this project type, list N/A (2B1) (___/40 points)</td>
<td></td>
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<tr>
<td>o Anticipated number of people engaged through outreach compared to actual number of people engaged through outreach (%) (___/10 points)</td>
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<tr>
<td>▪ &gt;85% = 10 points</td>
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<tr>
<td>▪ &lt;=85% and &gt;75% = 5 points</td>
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</table>
- <=75% and >65% = 3 points
  - Unsheltered homeless individuals identified during street outreach efforts that enter a temporary or permanent housing solution (i.e., emergency shelter, transitional housing, permanent housing, mental health or substance use treatment destinations, etc.) (%)(____/10 points)
    - >= 20% = 10 points
    - >=10% and <20% = 5 points
    - >=5% and <10% = 3 points
  - Unsheltered homeless individuals identified during street outreach efforts that accept services (i.e., emergency shelter, transitional housing, permanent housing, treatment, case management, mental health or substance use treatment, ID recovery, job training, etc.) (%)(____/10 points)
    - >= 50% = 10 points
    - >=40% and <50% = 5 points
    - >=30% and <40% = 3 points
  - Unsheltered homeless individuals identified during street outreach efforts that were assessed for Coordinated Entry (%)(____/10 points)
    - >= 75% = 10 points
    - >=65% and <75% = 5 points
    - >=55% and <65% = 3 points

- Applicant’s fiscal management structure is in accordance with generally accepted accounting principles. Applicant describes internal controls and financial policies and procedures (2B3). (____/10 points)
- Applicant has no unresolved HUD monitoring or OIG audit findings for any HUD grants (2B4). (____/5 points)

**Project Description (e-snaps 3B)**

- Applicant provides thorough description of the scope of the project including the project plan for addressing coordinated entry needs, anticipated project outcome(s), coordination with other organizations, how the CoC Program funding will be used, describes barriers to participation faced by persons of different races or those who are over represented in the local homeless population and identifies strategies to eliminate these barriers, and acknowledges the project will
ensure privacy, respect, safety, and access regardless of gender identity or sexual orientation (3B1). (___/10 points)

- Applicant comprehensively describes how project is consistent with the CoC Plan (3B1a). (___/10 points)
- Applicant has a manageable and realistic plan for project milestones (3B2). (___/3 points)
- Applicant acknowledges they will utilize Coordinated Entry or will utilize an alternate Coordinated Entry process that meets HUD’s requirements if applicant is a victim service provider (3B4). (___/2 points)
- Applicant thoroughly describes how the street outreach project will develop a strategy for providing supportive services to those with the highest service needs, including those with histories of unsheltered homelessness and those who do not traditionally engage with supportive services (3B5a.) (___/10 points)
- Applicant thoroughly describes how project refers program participants to projects that specifically coordinates and integrates mainstream health, social services, and employment programs for which they may be eligible (3B5b.) (___/5 points)

### Housing and Services (e-snaps 4)

- Applicant comprehensively describes how program participants will be assisted to obtain and remain in permanent housing, including (4A1): (___/13 points)
  - Acknowledging the needs of the target population and a plan that addresses the types of assistance that will be provided to ensure participants move into appropriate permanent housing as well as either remain in or move to other permanent housing once assistance is no longer needed.
  - How the applicant will determine the right type of housing that fits the needs of participants (should match information on screen 4B. Housing Type).
  - If applicant will use rental assistance or leasing assistance and how they will work with landlords to address possible issues and challenges.
  - The type of assistance and support the applicant will provide to participants to overcome challenges to permanent housing.
• How the applicant will work with participants to set goals toward successful retention of permanent housing.
  • Applicant describes specific plan to coordinate and integrate with other mainstream health, social services, and employment programs (4A2): (___/13 points)
    o How applicant will assist program participants with obtaining and increasing employment income that will lead to successful exits from homelessness.
    o The type of mainstream services the applicant will assist participants with obtaining to increase non-employment income.
    o The type of social services the applicant will provide access and help participants obtain.
    o How the applicant will provide access to healthcare benefits and resources.
• Applicant provides comprehensive list of supportive services given to support participants’ successful placement and retention into permanent housing (4A3, 4A4, 4A5, 4A6). (___/4 points)

<table>
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<th>Program Participants (e-snaps 5)</th>
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<td>• Applicant’s estimated persons and households served is viable and aligns with the project description (5A and 5B). (___/10 points)</td>
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<tr>
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<tr>
<td>TOTAL</td>
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</table>
### Application Submission (to be completed by SARAH)

- Applicant followed instructions to submit the application on time and with all required attachments
  - Applications submitted late will receive a deduction in accordance with the CoC Program Policy.
  - Applications with deficiencies will receive a deduction in accordance with the CoC Program Policy.
- Application attended Grant Conference and technical assistance session, passed threshold review, and project is aligned with the CoC Plan (___/10 points)

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### Applicant Experience and Capacity (e-snaps 2B)

- Applicant has experience effectively utilizing and leveraging federal funds and performing the activities proposed in the application (2B1 and 2B2): (___/5 points)
  - No experience (0 points)
  - 1 – 3 years (1 point)
  - 3 – 5 years (3 points)
  - 5+ years (5 points)
- Applicant’s fiscal management structure is in accordance with generally accepted accounting principles (2B3). (___/10 points)
- Applicant has no unresolved HUD monitoring or OIG audit findings for any HUD grants (2B4). (___/5 points)

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<tbody>
<tr>
<td><strong>Applicant Experience and Capacity</strong></td>
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<tr>
<td>(e-snaps 2B)</td>
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<td>20</td>
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</table>

### Project Description (e-snaps 3B)

- Applicant provides thorough description of project to include community needs, the design and implementation of the HMIS, anticipated project outcome(s), coordination with other organizations, and how the CoC Program funding will be used (3B1). (___/40 points)
- Applicant has a manageable and realistic plan for project milestones (3B2). (___/20 points)

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</table>
### Implementation of HMIS and HMIS Training *(e-snaps 4)*

- Applicant will implement the HMIS project according to the following: (___/60 points)
  - Acknowledgement that the HMIS collects all required Universal Data Elements (4A1).
  - Acknowledgement that the HMIS produces HUD-required reports and provides data needed for HUD reporting (4A2).
  - Acknowledgement that the HMIS can generate all reports required by Federal partners, including HUD, VA, and HHS (4A3).
  - Acknowledgement that the HMIS provides the CoC with an unduplicated count of program participants receiving services in the CoC (4A4).
  - Provides description of organization’s process and stakeholder involvement for updating the HMIS Governance and HMIS Policies and Procedures (4A5).
  - Provides description of who is responsible for ensuring HMIS implementation meets all privacy and security standards as required by HUD and other federal partners (4A6).
  - Acknowledgement that the HMIS Lead conducts Security Training and follows up on security standards regularly (4A7).
  - Provides description of the CoC’s policy and procedures for managing a breach of PII in HMIS (4A8).
  - HMIS training dates suggest the project has the capacity to adequately train HMIS users (4B).

|TOTAL| 150|
New Project – CoC Planning Grant

San Antonio/Bexar County Special CoC Program Unsheltered IRT Scoring Rubric

**New Project – CoC Planning Grant**

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<td>o Applications with deficiencies will receive a deduction in accordance with the CoC Program Policy.</td>
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<td>• Application attended Grant Conference and technical assistance session, passed threshold review, and project is aligned with the CoC Plan (___/10 points)</td>
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<td></td>
</tr>
<tr>
<td><strong>Project Description</strong> (e-snaps 2B)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Applicant provides thorough description of the scope of the project, including (2B1): (___/25 points)</td>
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<tr>
<td>o The proposed CoC planning activities that will be carried out by the organization with the grant funds</td>
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<tr>
<td>o How the funds will support the CoC in carrying out the requirements of a CoC, as outlined by HUD.</td>
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</tr>
<tr>
<td>o How funding from this project application will be used to coordinate the implementation of a housing and service system to prevent and end homelessness within the CoC.</td>
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</tr>
<tr>
<td>• Applicant describes the estimated schedule for the proposed activities, the management plan in place to ensure timely start of the project if awarded, and a description of how the proposed activities will be completed (2B2). (___/10 points)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Applicant describes how the requested funds improve the CoC’s ability to evaluate the outcome of CoC and ESG projects (2B3). (___/25 points)</td>
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</tbody>
</table>
### CoC Governance (e-snaps 3A)

- The CoC conducts meetings of the full CoC membership (3A1.) (___/10 points)
- The CoC includes membership of a homeless or formerly homeless person and authentic participation exists (3A2.) (___/15 points)
- The CoC’s governance charter incorporates written policies and procedures for each of the following: (3A3.) (___/25 points)
  - Written agendas of CoC meetings
  - Coordinated Entry
  - Process for monitoring outcomes of ESG recipients
  - CoC policies and procedures
  - Written process for Board selection
  - Code of conduct for board members that includes a recusal process
  - Written standards for administering assistance
- The CoC resolved complaints related to project review, selection, or other items as written in the CoC Policy, if applicable. (3A4) (___/10 points)

### Committees (e-snaps 3B)

- The CoC’s committees provide the opportunity for the community to engage in homelessness policy and decision making. (___/20 points)

<table>
<thead>
<tr>
<th>CoC Governance (e-snaps 3A)</th>
<th>60</th>
</tr>
</thead>
<tbody>
<tr>
<td>Committees (e-snaps 3B)</td>
<td>20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
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</tr>
</tbody>
</table>
1B-3. Notification of Projects Rejected - Reduced
Hello Special CoC NOFO Program Applicants: SAMMinistries, SA Hope Center, Haven for Hope, Opportunity Home San Antonio, Corazon Ministries, The Salvation Army, and SARAH.

The TX-500 CoC Board of Directors has finalized their project ranking recommendations to HUD for FY22 Special CoC Program funding. The ranking document can be found on the SARAH website by clicking here.

If your project was rejected or reduced, you will receive a separate email with those details today.

If your project was accepted, you will receive a separate email by the end of the week with instructions on amending information in your application(s), as needed.

Thank you!

SARAH Team
Hello,

This is a notification that the CoC Board of Directors has voted to reduce the budget for the following application for the FY22 Special CoC Program NOFO Priority Project Ranking:

- SARAH Planning Grant - $437,271 > $437,171

The budget was $100 more than what was allocated to CoC Planning per the CoC Plan. You may find the details of the ranking on our website.

You will receive an email by the end of the week with instructions on amending the project application in e-snaps.

Thank you!

SARAH Team
Hello,

This is a notification that the CoC Board of Directors has voted to reduce the budget for the following application for the FY22 Special CoC Program NOFO Priority Project Ranking:

- Haven for Hope HMIS - $790,650 > $728,619

The budget was $62,031 more than what was allocated to HMIS per the CoC Plan. You may find the details of the ranking on our website.

You will receive an email by the end of the week with instructions on amending the project application in e-snaps.

Thank you!

SARAH Team
Hello,

This is a notification that the CoC Board of Directors has rejected the following application for the FY22 Special CoC Program NOFO Priority Project Ranking:

- The Salvation Army Special PSH - $1,895,998

The project ranked below the threshold for inclusion in the priority ranking. You may find the details of the ranking on our website.

Thank you,

SARAH Team
Hello,

HUD requires us to notify applicants regarding projects that were reduced/rejected during the NOFO process. There are 3 notifications for applications submitted by SAMMinistries through the Special NOFO:

1. 2022 SAMMinistries Homeless Persons Memorial
   a. The CoC Board of Directors has rejected this application.
   b. The reason for rejection was that the Board deemed the project would be more likely to be funded if it were included in the 2022 SAMMinistries Housing Navigation grant, which was recommended for funding.

2. 2022 SAMMinistries Housing Navigation
   a. The Board voted to increase the budget.
   b. The reason for the increase is to include activities described in the Homeless Persons Memorial application.
   c. $808,600 > $818,350

3. 2022 SAMMinistries Joint TH-RRH 18-24
   a. The Board voted to reduce the budget for this project by $46,539.
   b. The reason for the reduction was the ranking score for the project compared to other PH projects and the size of the budget compared to other PH projects.
   c. $3,830,442 > $3,783,903

We will send out further details on application edits by the end of the week! Let us know if you have any questions about this decision,

Thank you,

SARAH Team
Hello,

This is a notification that the CoC Board of Directors has rejected the following application for the FY22 Special CoC Program NOFO Priority Project Ranking:

- Corazon Ministries Scaling Infrastructure - $847,500

The project ranked below the threshold for inclusion in the priority ranking. You may find the details of the ranking on our website.

Thank you,

SARAH Team
1B-3a. Notification of Projects Accepted
Hello Special CoC NOFO Program Applicants: SAMMinistries, SA Hope Center, Haven for Hope, Opportunity Home San Antonio, Corazon Ministries, The Salvation Army, and SARAH.

The TX-500 CoC Board of Directors has finalized their project ranking recommendations to HUD for FY22 Special CoC Program funding. The ranking document can be found on the SARAH website by clicking here.

If your project was rejected or reduced, you will receive a separate email with those details today.

If your project was accepted, you will receive a separate email by the end of the week with instructions on amending information in your application(s), as needed.

Thank you!

SARAH Team
Current CoC Funding Competition Details

FY22 CoC Program NOFO Competition

FY22 Special Unsheltered CoC Program NOFO Competition

**TX-500 FY22 Special NOFO CoC Priority Listing**

For questions, email grants@sarahomeless.org

Application Resources:
- [FY22 TX-500 Special Unsheltered CoC NOFO RFP, Timeline, and Application Instructions](#)
- [TX-500 CoC Program Grant Policies and Procedures](#) (including local scoring rubrics starting on page 29)

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# TX-500 FY22 Special NOFO CoC Priority Listing

- **Updated 10/5/2022**

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P-1a. PHA Commitment

TX-500 Public Housing Authorities:

- San Antonio Housing Authority, dba Opportunity Home San Antonio
- Housing Authority of Bexar County
South Alamo Regional Alliance for the Homeless
4100 E. Piedras Dr.
San Antonio, TX 78228

September 26, 2022

RE: PHA Letter of Commitment for Stability Vouchers in TX-500 Unsheltered Set-Aside CoC Program Application

To Whom It May Concern:

Opportunity Home San Antonio commits to working with the TX-500 Continuum of Care (CoC) and SARAH as the TX-500 Collaborative Applicant to:

- Pair vouchers with CoC-funded supportive services funded through the Unsheltered Set-Aside NOFO; and

- To work with the CoC and other stakeholders to develop a prioritization plan for a potential allocation of Stability Voucher or a preference for general admission to Housing Choice Voucher program through the coordinated entry process for individuals and families experiencing homelessness, at risk of homelessness, or fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking; and

- Opportunity Home commits to requesting Stability Vouchers from HUD and the TX-500 CoC commits to submitting the Unsheltered Set-Aside Consolidated Application to HUD for consideration of funding by October 20, 2022, with a detailed plan of how vouchers will be paired with CoC-funded supportive services, a description of the referral process through Coordinated Entry, and a commitment to work with stakeholders to develop a prioritization plan for vouchers.

Thank you for your partnership in this opportunity.

Sincerely,

Stephanie Rodriguez
Director of Assisted Housing Programs
October 13, 2022

South Alamo Regional Alliance for the Homeless
4100 E. Piedras Dr.
San Antonio, TX, 78228

RE: PHA Letter of Commitment for Stability Vouchers in TX-500 Unsheltered Set-Aside CoC Program Application

To whom it may concern,

The Housing Authority of Bexar County commits to working with the TX-500 Continuum of Care (CoC) and SARAH as the TX-500 Collaborative Applicant to:

i. Pair vouchers with CoC-funded supportive services funded through the Unsheltered Set-Aside NOFO; and

ii. To work with the CoC and other stakeholders to develop a prioritization plan for a potential allocation of Stability Voucher or a preference for general admission to Housing Choice Voucher program through the coordinated entry process for individuals and families experiencing homelessness, at risk of homelessness, or fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking; and

This PHA commits to requesting Stability Vouchers from HUD and the TX-500 CoC commits to submitting the Unsheltered Set-Aside Consolidated Application to HUD for consideration of funding by October 20, 2022, with a detailed plan of how vouchers will be paired with CoC-funded supportive services, a description of the referral process through Coordinated Entry, and a commitment to work with stakeholders to develop a prioritization plan for vouchers.

Sincerely,

Neldys Ortiz
Interim Executive Director

THIS INSTITUTION IS AN EQUAL OPPORTUNITY PROVIDER AND EMPLOYER.
P-9c. Lived Experience Support Letter
October 4, 2022

U.S. Department of Housing and Urban Development
Community Planning and Development
451 7th St. SW
Washington, DC 20410

RE: TX-500 Lived Expertise Advisory Board Letter of Support

The Lived Expertise Advisory Board (LEAB) represents the TX-500 Continuum of Care (CoC) as the “working group comprised of persons with lived experience” as described in the HUD CoC Supplemental NOFO to Address Unsheltered Homelessness. The LEAB supports the priorities in the TX-500 CoC’s Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs in the CoC’s geographic area outlined in the Special NOFO CoC Application. The LEAB also supports the Project Applications recommended for funding in the priority ranking list.

Sincerely,

Troy Garza
Representative
Lived Expertise Advisory Board (LEAB)

Mark Pitre
Representative
Lived Expertise Advisory Board (LEAB)

Nina Lockwood
Representative
Lived Expertise Advisory Board (LEAB)
Plan. CoC Plan
TX-500 CoC Plan to Serve Individuals & Families  
Experiencing Homelessness with Severe Service Needs

P-1. Leveraging Housing Resources

P-1.a. Development of New Units and Creation of Housing Opportunities – Leveraging Housing.

See Attachment in e-snaps on Screen 4A – Leveraging Housing Commitment.

P-1.b. Development of New Units and Creation of Housing Opportunities – PHA Commitment.

See Attachment in e-snaps on Screen 4A – PHA Commitment.

P-1.c. Landlord Recruitment

P-1.c1. Current Strategy. To recruit landlords and their units for tenant-based rental assistance, the TX-500 CoC created a strategy to develop a centralized, system-level tracking tool called Housing Base. This virtual platform is operated by the City of San Antonio’s Neighborhood and Housing Department (NHSD) and currently lists 169 properties. Housing Base launched in October 2022 and assists users with identifying housing units and allows landlords to add their units for users to search. The community collaboratively worked to develop the list of Housing Base landlords and housing units, which includes all federal, state, and locally funded programs. Newly identified resources will be added as necessary. Housing Base’s platform includes roles for clients seeking housing, case managers, and landlords. This interface allows the CoC to better identify new referral sources and connect to available units when in the past this information had to be collected and dispersed manually and was often out-of-date or incomplete. Moreover, this tool increases landlord knowledge, trust, and support from housing organizations on the list. Housing Base includes an interactive map that displays where units are available in the entire CoC geographic area, which increases the ability for the CoC to determine where units may not be available. This information assists the CoC in developing marketing strategies for identifying new landlords and units in areas where the CoC has historically not been able to find units.

In addition to Housing Base, the CoC’s current strategy includes hosting the Housing Strategies Workgroup (HSWG), a meeting for landlords and case managers that is dedicated to identifying units and problem-solving housing barriers, and planning landlord recruitment events. This group has met monthly for 3 years and continues to be an integral part of the CoC’s strategy to identify and recruit landlords. The meeting and events allow for relationship building and communication between caseworkers and landlords, which is essential to reducing housing barriers, retention rates of landlords, and decreasing the amount of time it takes for a client to be housed. The CoC has seen great success in its landlord events and continues to look for opportunities to engage and recruit new landlords. An example is the Landlord Summit that is planned for October 27, 2022. The Landlord Summit was developed in partnership with the CoC, the San Antonio Mayor’s Office, public housing authorities, the Board of Realtors, and the San Antonio Apartment Association. The first half of the summit is specifically for new landlords that have not previously worked with Section 8 Housing Choice Vouchers or
homeless provider programs such as permanent supportive housing. The second half of the summit is dedicated to sharing the progress that public housing authorities have made in developing more efficient and effective processes for distributing Section 8 and other housing voucher programs. The purpose is to engage previous landlords who had stopped working with public housing authorities.

P-1.c2. New Practices and Lessons Learned. New practices the CoC has implemented to recruit landlords in the past 3 years include creating a Housing Strategies Workgroup (HSWG). The HSWG meets monthly and is a dedicated space for homeless service provider case workers and program managers to problem-solve housing barriers for specific clients. Housing advocates also attend the meeting to assist homeless service provider staff with connecting clients to available units in the community. Together, the group works to recruit landlords. In 2021 during the San Antonio/Bexar County Housing Surge – an initiative that housed 500 people in 6 months – the HSWG developed a collaborative document listing available properties that every workgroup member could access and update. Moreover, during the initiative, the HSWG became the space where common housing barriers were identified and elevated to the decision-making level of the CoC. Examples of housing barriers identified during 2021 were: ADA-accessible housing and resources; client access to credit reports; housing resources for registered sex offenders; and housing resources for those with criminal backgrounds. To address these barriers, the CoC invited the Bexar County Conviction Integrity Unity (CIU) to share its resources for those with criminal backgrounds with the HSWG. The CIU offers caseworkers pro bono help on expunging records and offers advocacy to clients with criminal records. The HSWG was also connected to the Department of Human Services benefit navigators that assist with providing free credit reports for caseworkers on behalf of their clients. By identifying housing barriers, the HSWG is better equipped to recruit landlords without these common barriers while also advocating with current landlords to reduce barriers.

In addition to the space reserved for problem-solving, the HSWG agenda regularly includes presentations from various experts in the community, including topics such as identification recovery; substance use services; landlord mediation, etc. One lesson learned from implementing the HSWG is the need for a dedicated staff position that can assist clients with housing navigation across organizations and across sectors. The HSWG was able to develop a list of available landlords, but these volunteers did not have the ability or resources to dedicate enough time to continue this initiative beyond the Housing Surge. Another lesson learned is that it was difficult to sustain a long-term group of case workers and program managers who could attend the meeting and provide consistent work due to turnover and capacity. A final lesson learned is there must be a pipeline from direct service staff to leadership in decision-making positions to communicate the greatest housing barriers so that funding and resources can be obtained and utilized to solve the identified problems.

P-1c.3. Utilizing Data to Update Strategy. The CoC will use data to update our landlord recruitment strategy in multiple ways. First, the CoC will continue to collect data from the Housing Strategies Workgroup (HSWG), including the most critical housing barriers, information regarding difficulties working with current landlords, claims of landlord discrimination or illegal leasing tactics, and potential new landlords that the CoC can
recruit. Second, the CoC will utilize Housing Base to gather a comprehensive list of landlords. The data entered and stored in Housing Base will include the location of the available units which will allow the CoC to identify areas in the geographic region from which landlords can be recruited. Finally, the CoC will use landlord recruitment events, such as the Landlord Summit, to gather data on potential landlords as well as reasons why a landlord may be hesitant to work with clients through public housing authorities or homeless service providers.

**P-2 Leveraging Healthcare Resources – New PSH/RRH Project**

See Attachment in e-snaps Screen 4A – Healthcare Leveraging Commitment.

**P-3 Current Strategy to Identify, Shelter, and House Individuals and Families Experiencing Homelessness**

**P-3.a Current Street Outreach Strategy**

**P-3.a.1. Coordination.** The CoC hosts various meetings to ensure street outreach is systematic, coordinated, and comprehensive, with the goal that street outreach is conducted on behalf of the community rather than one agency. First, the CoC holds a monthly “Federal Funders Call” that is attended by recipients of multiple funding sources, including SARAH (the TX-500 Collaborative Applicant) and Emergency Solutions Grant (ESG) recipients including the City of San Antonio, Bexar County, and the Texas Department of Housing and Community Affairs (TDHCA). Together, these federal funders review system performance data related to street outreach, review and revise written standards, and develop strategies for coordinating street outreach providers. Second, there is a “Homeless Response System Committee” where voting members with a vested interest in street outreach collaborate to recommend policy changes to the CoC Board of Directors. Third, there is a “Street Outreach Case Conferencing” bi-weekly meeting where street outreach workers convene to discuss individual cases of people who are experiencing homelessness to problem-solve housing barriers, learn of resources, and assist with ensuring participants are housing ready prior to a Coordinated Entry referral. Fourth, there is a “Street Outreach Manager” monthly meeting led by the City of San Antonio that convenes managers to ensure comprehensive coverage of the CoC geographic region with an aim to identify all people experiencing unsheltered homelessness.

The CoC has also created community-specific Street Outreach Written Standards, which were developed by and for street outreach workers. These standards emphasize coordination within and across sectors and funding sources to ensure street outreach efforts strategically utilize resources and reach more comprehensive coverage and identification. The CoC is invested in continually engaging new street outreach providers, most of whom are privately funded, to ensure they are coordinated with the current street outreach strategy and operations. New providers are invited to join Membership Council, receive Coordinated Entry assessment training, and enter data into the Homeless Management Information System, which is free to all users.

**P-3.a.2. Frequency.** The CoC ensures that outreach is frequent by tracking the days and times that each provider conducts street outreach, which is coordinated at the Street
Outreach Manager meetings. The Street Outreach Standards describe that there shall be outreach conducted 7 days per week and that outreach teams shall provide services at different times of the day, including early morning and evening hours, and provide services on the weekends when operationally possible. Funders shall strive to ensure adequate coverage and services are provided, including during inclement weather. In geographic areas served by multiple street outreach teams, those teams reasonably coordinate to provide the greatest amount of street outreach coverage each day and across multiple times of the week, including weekends, to provide the greatest opportunities for engagement with unsheltered persons.

**P-3.a.3. Exiting Homelessness.** The CoC helps people exit homelessness and unsheltered homelessness by assessing clients through Coordinated Entry to determine the appropriate housing intervention. Clients may be referred to an emergency shelter, transitional housing, or a permanent housing solution such as rapid rehousing or permanent supportive housing. In FY21, 16% of persons who exited street outreach exited to temporary destinations, and 25% of persons who exited street outreach exited into a permanent housing destination. Furthermore, clients may also be more appropriate for homeless prevention or diversion services, which are also available referrals through the Coordinated Entry system. After a client has been assessed through Coordinated Entry, street outreach workers will assist the client with housing navigation and connection to mainstream resources and benefits. This work is coordinated at the Street Outreach Case Conferencing meetings.

**P-3.a.4. Engagement.** The CoC ensures the specific street outreach engagement strategy will engage individuals and families experiencing homelessness with the highest vulnerabilities and will use culturally appropriate strategies by ensuring street outreach workers follow the service delivery methods outlined in the Street Outreach Written Standards. The standards assist the CoC with developing shared standards of practice and definitions regarding street outreach along with defining a training curriculum to ensure street outreach workers are trained in assisting those with the highest vulnerabilities. The standards describe that service orientation is led with compassion and that street outreach workers will utilize person-centered, trauma-informed, motivational interviewing, progressive engagement, harm reduction, Positive Youth Development, and strength-based approaches in service delivery. Furthermore, the standards describe culturally appropriate strategies such as utilizing plain language or finding an interpreter, emphasizing client choice, and using gender-neutral pronouns.

**P-3.a.5. Connection to Permanent Housing.** The CoC uses the outreach teams to connect individuals and families experiencing unsheltered homelessness to stable housing with tailored services and supports of their choice. In FY21, 25% of persons who exited street outreach exited into a permanent housing destination. Outreach teams use the Street Outreach Written Standards that maintain a housing focus and Housing First philosophy while working with clients. This means that street outreach engagement and support will include describing a range of housing options to clients, including family reunification, roommates, independent living, and institutional care. Street outreach workers are required to attend the Street Outreach Case Conferencing meetings to keep up to date on potential housing opportunities outside of the Coordinated Entry system and assist clients with becoming housing ready. All housing resource connection is driven by client choice.
P-3.a.6. Lived Expertise. The CoC ensures providers hire people with lived expertise of unsheltered homelessness to conduct street outreach by coordinating with street outreach funders such as the City of San Antonio, Bexar County, and the Texas Department of Housing and Community Affairs to monitor staff demographics. Furthermore, the CoC recently created a Lived Expertise Advisory Board, who will assist with oversight of projects to ensure equitable representation of people with lived experience in the provision of street outreach service delivery.

P-3.b Current Strategy to Provide Immediate Access to Low-Barrier Shelter and Temporary Housing for Individuals and Families Experiencing Unsheltered Homelessness

P-3.b.1. Current Strategy. The CoC’s current strategy to provide immediate access to low-barrier shelter and temporary housing for individuals and families experiencing unsheltered homelessness is first to ensure there is adequate shelter and temporary housing resources available in the geographic area. The CoC created additional low-barrier shelters and temporary housing during the past few years, especially during the COVID-19 pandemic, that continue to operate and provide critical services. According to the FY22 Housing Inventory Count, the CoC had 2315 emergency shelter beds (increased by 956 beds from FY19), 384 transitional housing beds (decreased by 66 beds from FY19), and 25 safe haven beds (increased by 25 beds from FY19). Second, the CoC’s strategy includes coordinated street outreach services to ensure those experiencing unsheltered homelessness are connected to resources such as low-barrier shelter and temporary housing. Street outreach workers are trained to target permanent housing resources to people living in unsheltered situations. This work is coordinated through the CoC’s Case Conferencing meetings, where service providers discuss housing barriers and solutions for unsheltered clients on their caseloads. There are technological solutions in place to assist with referrals to low-barrier shelters and temporary housing through platforms such as Kaizala, which assists with referrals to TX-500’s largest shelter, Haven for Hope. A final strategy is the Coordinated Entry “Priority Pool”, a tool that sends out a weekly list of those next on the waitlist for housing resources to street outreach workers in TX-500. Street outreach workers assist those on the Priority Pool with becoming housing ready prior to receiving a housing referral, so clients are rapidly housed.

P-3.b.2. How Current Strategy Performs. The CoC’s current strategy is performing well at providing access to low-barrier and culturally appropriate temporary accommodations (e.g., emergency shelter, especially non-congregate shelter, transitional housing) to all individuals and families experiencing unsheltered homelessness but more resources are needed. Current low-barrier and temporary accommodations help stabilize those who have been in and out of hospitals and jails for many years prior to receiving a housing referral. The Coordinated Entry system works to refer clients from shelter and temporary housing to permanent housing. The CoC has increased its permanent housing units in the past few years and plans to increase further with the City of San Antonio Housing Bond, which aims to construct around 500 units in the next 3-5 years. However, there is still a need for site-based permanent housing and rental assistance resources to bridge from rapid re-housing to permanent housing, once units become available through the Housing Bond. There is also a need for increased housing navigation case management to connect those who are unsheltered to low-barrier and temporary housing. Although there are a few case managers in TX-500 who are SSI/SSDI, Outreach, Access,
and Recovery (SOAR) certified and can assist those experiencing homelessness with accessing their benefits, there is a critical need for more SOAR-dedicated case managers along with administrative funds to manage the SOAR program and coordinate the work in TX-500.

According to recent HMIS data, there are 2508 people experiencing unsheltered homelessness, 567 of whom are youth and young adults under age 25. A gap that has recently been identified in the CoC is the lack of low-barrier shelter and temporary housing resources for this population. Through the Youth Homelessness Demonstration Program, a youth-specific drop-in center was launched this year, which has seen an increased need for services for this population, especially for shelter and temporary housing. Since the spring of 2022, the drop-in center has seen 118 unduplicated youth and young adults and only around 20 of them have accessed shelter or temporary housing. It is believed that the CoC needs 35 – 45 beds to adequately serve this population.

**P-3.b.3. New Practices and Lessons Learned.** The CoC has implemented new practices in our geographic area over the past 3 years including establishing additional low-barrier shelters; creating the Coordinated Entry Priority Pool; developing Street Outreach Written Standards; increasing street outreach coordination through Street Outreach Case Conferencing; and developing a homelessness diversion flex funding source that can be utilized to divert those at the front door of the homeless response system, ensuring resources are reserved for those who are most vulnerable. The CoC has learned the lesson that increased resources and funding cannot be sustained if the system does not evolve and if administrative capacity is lacking. Another lesson learned is the importance of utilizing quantitative data in decision-making alongside qualitative data. If a CoC member argues that a need exists, it is the duty of the CoC to find the data to confirm or seek out other data sources to determine if resources are needed.

**P-3.c Current Strategy to Provide Immediate Access to Low Barrier Permanent Housing for Individuals and Families Experiencing Unsheltered Homelessness.**

**P-3.c.1. Current Strategy.**

**P-3.c.1.a. Housing First.** The CoC utilizes a Housing First Approach in implementing its current strategy by ensuring federally funded agencies abide by the community’s Written Standards, which include a Housing First Approach. Grantee performance outcomes across federal funders are aligned, and monitoring occurs during quarterly site visits, funding competition applications, and meetings between SARAH (the TX-500 Collaborative Applicant) the City of San Antonio, Bexar County, and the Texas Department of Housing and Community Affairs. The CoC provides annual training to providers on Housing First and shares access to HUD resources such as the Housing First Checklist. The CoC reviews Coordinated Entry data monthly, which includes referral outcomes. If an agency rejects a referral to their program, they must provide documentation for why a client was rejected. This assists the CoC with determining if a provider is not utilizing a Housing First Approach by barring entry to their program.

**P-3.c.1.b. Connection to Permanent Housing Resources.** The CoC’s strategy to provide immediate access to low-barrier permanent housing is connected to the
permanent housing resources identified in the CoC’s response to “Leveraging Housing Resources” portion of the CoC Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs. The CoC has leveraged housing resources through the following sources: The City of San Antonio Housing Bond (development of permanent housing units in 2023 – 2026); public housing authority housing vouchers, including Emergency Housing Vouchers and Stability Vouchers; local American Rescue Plan Act (ARPA) funding; Prospera Housing Community Services; Center for Health Care Services (CHCS); SAMMinistries; and Thrive Youth Center. Housing units leveraged through these funding sources will be required to utilize the Coordinated Entry system to accept referrals, which ensures immediate access to low-barrier permanent housing resources, along with using a Housing First Approach. Furthermore, the CoC has partnered with the public housing authorities San Antonio Housing Authority, dba Opportunity Home San Antonio, and the Housing Authority of Bexar County to coordinate the referral of housing vouchers, including the Emergency Housing Vouchers and set-aside homeless vouchers, through the Coordinated Entry system to ensure immediate access to services. Opportunity Home San Antonio is requesting administrative funding through an SSO-CE grant in this application to ensure adequate capacity exists for the public housing authority to manage current and future homeless vouchers.

P-3.c.2. How Current Strategy Performs. The CoC’s current strategy performs well at providing low-barrier and culturally appropriate access to permanent housing to individuals and families who have histories of unsheltered homelessness, although more resources and administrative funding are needed. The CoC has created an equitable assessment tool to ensure access to the Coordinated Entry system is culturally appropriate for populations such as people of color and LGBTQ+ populations. The CoC has an effective partnership with its public housing authorities and has worked together on the implementation of set-aside homeless vouchers, including the Emergency Housing Vouchers. One issue that has been identified is the lack of administrative capacity for the public housing authority, which leads to delays in approving and distributing housing vouchers and increases the length of time homeless.

P-3.c.3. Evidence. The CoC’s current strategy is supported by the fact that there have been 555 Coordinated Entry referrals to housing partners from January 1, 2022 – October 3, 2022, with 75% being referred to Rapid Rehousing, 13% being referred to Permanent Supportive Housing and Permanent Housing – Other, and 12% being referred to Transitional Housing. In 2020, the average number of days between enrollment and housing referral was 194; today, it is much improved at 108 days on average. Of the total referrals in 2022, 48% were enrolled in the referring program, 21% could not be located, 11% were pending, 7% did not qualify for the program, 6% refused the program, 5% were no longer homeless, and 2% were referred to a Case Conferencing meeting for location assistance. Housing placements in 2022 showed 49% to Rapid Rehousing, 41% to Permanent Housing – Other, and 10% to Permanent Supportive Housing.

P-3.c.4. New Practices and Lessons Learned. The CoC has implemented new practices across its geographic area in the past 3 years including the creation of the Coordinated Entry Priority Pool, which assists street outreach teams with knowing when a client is next on the list to receive a housing referral. This process has assisted street outreach staff
with prioritizing their housing navigation services to those who will soon become housed, decreasing the amount of time it takes between referral and move-in date. A lesson learned from the Priority Pool project is that a weekly email to providers with a small number of clients is more effective than less frequent communication with a larger number of clients.

Another practice the CoC has implemented are homeless set-aside vouchers with public housing authorities through Coordinated Entry. A lesson learned from this practice is the critical need for administrative capacity to assist clients with completing required voucher forms and the need for case management after being placed in a voucher, especially for clients with severe service needs.

Lastly, the CoC created a homeless prevention coordinated strategy during the COVID-19 pandemic when various emergency resources were available to ensure people who could stay housed were able to, and permanent housing resources were reserved for the most vulnerable populations. A lesson learned is the importance of the alignment of standards of care and performance measures across funding sources. An example is that a provider would reject a client referral because they stated in their contract they would only assist with rent and not arrears.

**P-4. Updating the CoC’s Strategy to Identify, Shelter, and House Individuals Experiencing Unsheltered Homelessness with Data and Performance.**

**P-4.1 Street Outreach**

**P-4.1.a. Data, Performance, and Best Practices.** The CoC will utilize various data, performance metrics, and best practices to improve the performance of and expand street outreach within the CoC. The CoC will use the Homeless Management Information System (HMIS) to analyze data quarterly relating to street outreach performance, including length of time homeless; first-time homeless; percentage of clients engaged who accept services; the number of days between street outreach engagement and move-in date; returns to homelessness; and successful placement of housing. The CoC will also conduct bi-annual listening sessions with the Lived Expertise Advisory Board (LEAB) and participants in street outreach programs to collect qualitative data on the quality of service delivery. The CoC will utilize its HMIS and Data Advisory Committee to develop performance metrics and aspirational outcomes for the Special NOFO Street Outreach projects. Best practices the CoC will use to improve and expand street outreach within the CoC is to use the current street outreach coordination structure in place, which includes the Street Outreach Written Standards to ensure equitable, effective, and comprehensive delivery of service; Federal Funders Call to coordinate performance across funding sources; HMIS and Data Advisory Committee to develop performance metrics; Homeless Response System Committee to review performance metrics and recommend policy change to the CoC Board; Street Outreach Managers Meeting to provide space for managers to coordinate the work of their outreach teams; and Street Outreach Case Conferencing for direct service workers to collaborate on a case-by-case basis. Furthermore, the CoC will develop a community scorecard for street outreach projects utilized across funders, including Emergency Solutions Grant (ESG), that is informed by the HMIS and Data Advisory Committee and approved by the CoC Board of Directors.
P-4.1.b. Connected to Coordinated Entry and HMIS. Street outreach activities will be connected to the Homeless Management Information System (HMIS) as all street outreach staff in the CoC are required to use HMIS to enter data on persons engaged who are experiencing homelessness. The TX-500 CoC’s Coordinated Entry system is fully integrated into HMIS. The HMIS vendor, CaseWorthy, works with the HMIS Lead to ensure HMIS is updated to reflect new HUD requirements as they arise. To ensure ease of entering and accessing data in the field, the City of San Antonio has purchased the technological solution Outreach Grid, which is a mobile platform that outreach workers can access on their cell phones. Data entered into Outreach Grid is fully integrated into HMIS, including Coordinated Entry assessments.

P-4.1.c. Incorporation of New Partners. The CoC will incorporate new partners (e.g., business owners, law enforcement, healthcare providers) into its street outreach strategies by hosting a stakeholder meeting upon receiving this Special NOFO grant to introduce the community to these new resources in our CoC and to engage new partners who have not previously collaborated. The CoC will recruit the following voting seats to its Homeless Response System Committee as it pertains to conversations on street outreach: business; healthcare; law enforcement; lived expertise; domestic violence; and youth and young adult. The committee will meet monthly to discuss performance metrics, quality improvement, and barriers.

P-4.2. Low-Barrier Shelter and Temporary Accommodations

P-4.2.a. Data, Performance, and Best Practices to Improve. The CoC will utilize various data, performance metrics, and best practices to improve access to low-barrier shelter and temporary accommodations. The CoC will use the Homeless Management Information System (HMIS) to analyze data quarterly relating to low-barrier shelter and temporary accommodations, including length of time homeless; the number of clients enrolled in street outreach services compared to the number of beds available; bed utilization rate; returns to homelessness after shelter or temporary housing enrollment; and the number of days between engagement and acceptance of service. This data will be reviewed by the Homeless Response System Committee and presented quarterly to the CoC Board of Directors. The CoC will also conduct bi-annual listening sessions with the Lived Expertise Advisory Board (LEAB) and participants in shelter and temporary housing programs to collect qualitative data on access. The CoC will also utilize the annual Point-in-Time Count data to determine the number of people experiencing unsheltered homelessness. Best practices the CoC will use to improve access to low-barrier shelter and temporary accommodations include ensuring coordination between street outreach teams and shelter staff at committee and other designated meetings. This will include meetings between federal funders to ensure compliance with the community’s Written Standards, which will create uniformity in service delivery and hold providers accountable for performance outcomes. Furthermore, the Homeless Response System Committee will be responsible for reporting outcomes related to access to low-barrier shelter and temporary accommodations to the CoC Board of Directors.

P-4.2.b. Data, Performance, and Best Practices to Expand. Data and performance metrics that will be utilized to expand, as necessary, low-barrier shelter and temporary accommodations include the number of people experiencing unsheltered homelessness
from year-to-year; bed utilization rates; returns to homelessness from shelter and temporary housing; and number of clients enrolled in street outreach services compared to the number of beds available. The CoC will also conduct bi-annual listening sessions with the LEAB and unsheltered participants as well as those in shelter and temporary housing programs to collect qualitative data on availability of beds. These data and performance points will assist the CoC with determining if there are sufficient shelter and temporary housing beds for the need. The CoC will utilize best practices including conducting annual GIS mapping of the CoC region to produce a report on where people are experiencing unsheltered homelessness compared to locations and capacity of shelters and temporary accommodations.

**P-4.2.c. New Practices and Activities.** The CoC will incorporate new practices and activities that will be funded through an award under this competition including a new Joint Transitional Housing – Rapid Rehousing project, which will increase the capacity of temporary accommodations and provide a bridge to permanent housing for individuals with the highest service needs. Furthermore, the CoC will increase its street outreach and housing navigation capacity to greatly enhance its ability to connect individuals and families with the highest service needs to low-barrier shelter and temporary housing.

**P-4.3. Permanent Housing**

**P-4.3.a. Data, Performance, and Best Practices to Improve.** The CoC will utilize various data, performance metrics, and best practices to improve the CoC’s ability to rapidly house, in permanent housing, individuals and families with histories of unsheltered homelessness. The CoC will use the Homeless Management Information System (HMIS) to analyze data quarterly relating to improving the CoC’s ability to rapidly house individuals and families with histories of unsheltered homelessness including length of time homeless; percentage of clients on the Coordinated Entry waitlist who are referred to housing programs; acceptance rate of housing referrals to determine housing readiness prior to referral; average days between housing referral and move-in date to determine the effectiveness of housing navigation services; returns to homelessness; and successful placement and retention of permanent housing. This data will be reviewed by the Homeless Response System Committee and presented quarterly to the CoC Board of Directors. The CoC will also conduct bi-annual listening sessions with the Lived Expertise Advisory Board (LEAB) and participants referred to housing programs through Coordinated Entry to collect qualitative data on the referral and housing process. These data and performance points will assist the CoC with determining if the projects are improving the CoC’s ability to rapidly house this population. The CoC will utilize best practices including the development of an equitable prioritization tool, which is scheduled to launch on November 1, 2022, to mitigate inequities in the current system for persons who are overrepresented in the homeless response system, including persons of color. The CoC will also continue to utilize the Priority Pool feature in the Coordinated Entry system, which allows street outreach workers to assist those who will soon be referred to housing programs with becoming housing ready. This will improve performance for the CoC regarding the length of time homeless; length of time between referral and move-in date; and retention of permanent housing. The CoC will also utilize a Housing First Approach with client-driven supportive services to increase retention in permanent housing.
P-4.3.b. Data, Performance, and Best Practices to Expand. Data, performance, and best practices will be utilized to expand the CoC’s ability to rapidly house, in permanent housing, individuals and families with histories of unsheltered homelessness. The CoC will use HMIS to analyze data relating to expanding the CoC’s ability to rapidly house individuals and families with histories of unsheltered homelessness including the number of people housed month-to-month and year-to-year; successful placement and retention of permanent housing; length of time between Coordinated Entry enrollment and referral to examine decreases which may indicate expansion; and the number of people experiencing unsheltered homelessness year-to-year. The CoC will also conduct bi-annual listening sessions with the LEAB and participants referred to housing programs through Coordinated Entry to collect qualitative data on the referral and housing process. These data and performance points will assist the CoC with determining if the CoC has expanded its ability to rapidly house this population. The CoC will utilize best practices including a Housing First Approach to ensure access to housing is low-barrier with no stipulations.

P-5. Identify and Prioritize Households Experiencing or with Histories of Unsheltered Homelessness.

P-5.1. Strategy for Reducing Unsheltered Homelessness. The CoC’s strategy for ensuring that resources provided under this Special NOFO will reduce unsheltered homelessness is developing and consistently reviewing performance metrics as described in P-4; creating a continuous quality improvement mechanism that includes voices of those with lived expertise; and coordinating work across the CoC, including across systems and funding sources. This strategy includes the funding of new projects under this NOFO, including 1 PSH project serving 25 individuals; 1 TH-RRH project focused on assisting 55 YYA; 2 RRH projects serving around 100 people; 3 SSO projects focused on street outreach and housing navigation to the entirety of the CoC region; 2 SSO-CE projects, 1 HMIS project, and 1 CoC Planning project to increase system capacity. These projects will follow a Housing First Approach and will participate in the CoC planning process during project implementation.

P-5.2. Adoption of Processes to Reduce Unsheltered Homelessness.

P-5.2.a. Program Eligibility. The first program eligibility process is a Housing First Approach, which will ensure resources are low barrier with no stipulations to receiving assistance.

P-5.2.b. Coordinated Entry. The first process is the utilization of an updated prioritization tool, scheduled to launch in the TX-500 CoC on November 1, 2022. This tool will ensure Coordinated Entry assessments are quicker and less invasive in addition to solving inequities in the system. Furthermore, the Coordinated Entry system will continue to use the Priority Pool to assist street outreach staff with helping people next on the waitlist to become housing ready, decreasing the time between referral and move-in date. Technology solutions such as Outreach Grid will be used to quickly connect people living in unsheltered situations with referrals and increase access to services.

P-5.3. Connection of Street Outreach and Housing Resources. The CoC will use street outreach to connect those living in unsheltered situations with housing resources by requiring the use of the Homeless Management Information System (HMIS) for all street outreach staff across
funding sources. This will ensure data collection is streamlined for ease of coordination and access to resources while also allowing for analysis of performance outcomes. Moreover, street outreach will be coordinated across various CoC committees and meetings to conduct continuous quality improvement on street outreach projects. By increasing the capacity of the CoC to conduct street outreach through this NOFO, more individuals and families experiencing unsheltered homelessness can be connected to the system and referred to services. The emphasis of the street outreach applications on housing navigation will further assist this population with becoming housing ready to ensure stabilization and future housing success. Finally, the CoC will use technology solutions such as Outreach Grid to complete Coordinated Entry assessments on clients in the field, which are fully integrated into the HMIS.

**P-5.4. Additional Steps to Connect to Housing Resources.**

**P-5.4.a. Increase Access to Identification.** The CoC will increase access to identification resources such as driver’s licenses, birth certificates, and social security cards by enhancing its street outreach capacity with a focus on housing navigation services. There are multiple identification recovery resources available in the TX-500 CoC for street outreach workers to refer and assist clients with accessing, including the SA Hope Team with the San Antonio Police Department and St. Mary’s Law.

**P-5.4.b. Provide Housing Navigation Services.** The CoC will provide housing navigation services to individuals and families experiencing unsheltered homelessness through its street outreach workers, which will be coordinated at committees and designated meeting spaces. Services will be logged in the Homeless Management Information System (HMIS) to ensure follow-up is completed as necessary. Street outreach staff will be expected to continuously engage clients on the streets and to offer a variety of housing navigation services that are based on client choice, not on what the staff believes is “right” for the client. Housing navigation services that will be offered include landlord mediation, benefits, SSI/SSDI, access to medication, mental health therapy, assistance with housing vouchers, etc.

**P-5.4.c. Provide Access to Health Care and Other Supportive Services.** The CoC will provide access to health care and other support services in a variety of ways. First, this Special NOFO will fund new case managers through Supportive Services Only (SSO) grants that are dedicated to assisting clients with receiving benefits through the SSI/SSDI, Outreach, Access, and Recovery (SOAR) program. SARAH, the TX-500 Collaborative Applicant, will also hire a SOAR lead, who will be responsible for coordinating SOAR services and ensuring access to SOAR is equitable and comprehensive across the CoC. The permanent housing programs funded through this Special NOFO each have multiple partnerships with healthcare entities, including SAMMinistries and Haven for Hope. Healthcare resources include dental, mental health, and vision, among others.

**P-6. Involving Individuals with Lived Experience of Homelessness in Decision Making – Meaningful Outreach.**

**P-6.1. Meaningful Outreach Efforts to Develop a Working Group.** Meaningful outreach efforts the CoC utilized to engage those with lived homelessness experience to develop a working group began with hosting a listening session in a central location of the CoC for individuals with current and experience of homelessness to obtain feedback on the creation of a
TX-500 Lived Expertise Advisory Board (LEAB). The central location of the meeting allowed greater access for individuals currently living unsheltered and hosting the meeting after 5 pm allowed for individuals who are employed to join the meeting after work hours. Information gathered at this initial LEAB listening session provided the framework for the TX-500 CoC Plan, including funding priorities, and gave momentum for the group to continue convening. The LEAB has since met twice more to inform the work of the CoC and to approve project rankings for this grant. LEAB meetings have been promoted in the CoC newsletter, social media platforms, and with homeless partner agencies to share with their unsheltered clients directly. Members who have aged out of the TX-500’s Youth Action Board (YAB) were invited to join the LEAB to continue their work with the CoC. To mitigate barriers to attending meetings, the CoC provides stipends of $40 per meeting, transportation, and meals to LEAB members.

Recently, the CoC raised nearly $5,000 to support the LEAB work into 2023. The next steps for the LEAB are to elect officers and develop by-laws, with an eventual plan for the LEAB President to be appointed as a voting seat on the TX-500 CoC Board of Directors. Each Special NOFO applicant has agreed to convene at regular LEAB meetings to receive direction on project design and implementation.

P-6.2. Meaningful and Intentional Integration into CoC Decision-making Structure.

Individuals and families experiencing homelessness, particularly those who have experienced unsheltered homelessness, are meaningfully and intentionally integrated into the CoC decision-making structure through the Lived Expertise Advisory Board (LEAB) and the Youth Action Board (YAB). The LEAB and YAB are comprised of individuals who have experienced unsheltered homelessness or housing insecurity. The TX-500 CoC Board of Directors has a voting consumer seat for someone with lived expertise in homelessness as well as a voting YAB seat. The CoC has voting seats dedicated to lived expertise on each committee, which ensures the voices of those experiencing homelessness are included in CoC work, such as the Point-in-Time Count, HMIS, and Coordinated Entry. The CoC held a public listening session for those with lived experience to provide their input on this Special NOFO’s funding priorities and project design elements. These recommendations were incorporated into the CoC Plan and project applications. For example, several individuals shared the need for community events for those who are unsheltered to connect and get to know their neighbors, which would help deter violence on the street. They also expressed a need for SSO projects to increase the capacity for housing navigation. Thus, community events were added to project design elements, and the allotment for SSO projects was increased to reflect these recommendations. The LEAB had a representative on the Independent Review Team for this Special NOFO who reviewed and scored projects and finalized decisions on the priority ranking. The LEAB convened to approve the final priority ranking, which was then presented to the TX-500 CoC Board of Directors for a final vote.

Another way individuals with lived experience are meaningfully integrated into the CoC decision-making structure is through the YAB. During the FY22 CoC Program NOFO, there was a YHDP-funded agency that decided to voluntarily reallocate its funding. The members of the YAB reviewed the YHDP Replacement Project applications, voted, and approved the agency that would receive this funding based on what they felt was the community’s need. The LEAB and YAB are consulted during policy changes to ask for their recommendations. For example, data gathered during lived expertise listening sessions was used to change the Coordinated Entry VI-SPDAT tool to make it equitable, less invasive, and briefer. The name for the tool was also created with the LEAB and YAB, who believed words such as ‘priority’ and ‘vulnerability’
made it sound like the person receiving the assessment was not important enough to refer to housing. The tool was named the Resource Placement Tool to mitigate these concerns. The CoC understands the importance of integrating lived expertise into the decision-making process and will continue to make strides toward incorporating lived expertise feedback into all areas of the CoC.

**P-6.3. Project Involvement in Delivery of Services.** The CoC encourages projects to involve individuals and families with lived experience of unsheltered homelessness in the delivery of services by holding listening sessions to gain valuable feedback from clients and individuals with lived expertise on their projects. The CoC also encourages agencies to prioritize hiring people with lived expertise. As an example, SARAH, the TX-500 Collaborative Applicant, updated job descriptions to be more inclusive by stating that lived expertise in homelessness can be substituted for education and increasing the accessibility of the interview process. During Hunger and Homelessness Awareness Week 2022, SARAH is hosting an advocacy campaign on hiring those with lived expertise and how to make job postings accessible and inclusive.

Current CoC and YHDP-funded agencies must have someone with lived experience on their Board of Directors and have a way for individuals who are in their programs to give feedback to the agency on programs they have accessed. Agencies funded through the Special NOFO must abide by these same requirements in addition to convening with the LEAB on a regular basis to receive input on project design, implementation, and ongoing quality improvement.

**P-6.a. Involving Individuals with Lived Experience of Homelessness in Decision Making—Letter of Support from Working Group Comprised of Individuals with Lived Experience of Homelessness.**

See Attachment in *e-snaps* in Screen 4A – Lived Experience Support Letter.

**P-7. Supporting Underserved Communities and Supporting Equitable Community Development**

**P-7.1. Current Strategy to Identify Populations.** The CoC’s current strategy to identify populations in our CoC’s geography that have not been served by the homeless system at the same rate they are experiencing homelessness is through data and lived expertise feedback. Through the Point-in-Time (PIT) Count data we can identify populations in our region that have not been served at the same rate they are experiencing homelessness. As an example, we added a question to the PIT Count survey that asks individuals if they identify as a part of the LGBTQ+ community and if that has affected their current experience of homelessness. By adding that question, the data found helps show that this subpopulation has been underserved. Through our PIT Count data in 2022, the CoC was able to identify that Black/African American individuals are overrepresented by over 3-times proportional to the community population in San Antonio/Bexar County. Through this identification, the CoC can better target areas of improvement in the homeless response system. Another strategy the CoC uses to identify underserved populations is through lived expertise feedback. The CoC has used lived expertise and community feedback to create a tool that will replace the VI-SPDAT. It was identified that the VI-SPDAT scoring system was scoring white individuals as more vulnerable than people of color. The new tool created will incorporate an equity lens to address the challenges of most underserved clients in accessing safe and stable housing due to systematic discrimination, existing barriers, and lack of opportunities.
**P-7.2. Underserved Communities.** The TX-500 CoC’s 2022 Point-in-Time Count indicated the following race and ethnicity composition: 47% Hispanic/Latinx; 26.6% White; 22.5% Black/African American; 2.7% Indigenous; 1% Asian American; and .4% Native Hawaiian or Pacific Islander. Black/African Americans are estimated at about 7% of the total San Antonio population, which indicates an overrepresentation of around 3-times in the homeless system compared to the general population. According to recent Homeless Management Information System (HMIS) data, Black/African Americans recidivate back into homelessness at 27.1%, while White/Non-Hispanic individuals recidivate at 25%. Placements into housing show Black/African American individuals at 36.2% and White/Non-Hispanic individuals at 22.3%. The TX-500 CoC’s 2022 Point-in-Time Count indicated that 7% of those experiencing homelessness identified as LGBTQ+, of which nearly 26% reported that their sexual orientation affected their current experience of homelessness. The report “State of Our Community: San Antonio LGBTQ+ 2020 Survey” states the following statistics: one in five LGBTQ+ San Antonio residents have experienced homelessness; only 7% of LGBTQ+ respondents who experienced homelessness accessed shelter services, and one-third slept unsheltered instead; one in four transgender youth experienced homelessness before their 25th birthday; and transgender youth were the most likely to be unstably housed. Finally, the CoC conducted an analysis of the VI-SPDAT and learned that White/Non-Hispanic populations were more likely to be referred to permanent housing solutions.

**P-7.3. Current Strategy to Provide Outreach.** The CoC’s current strategy to provide outreach, engagement, and housing interventions to serve populations experiencing homelessness that have not previously been served by the homeless system at the same rate they are experiencing homelessness is through data and lived expertise-informed marketing, advocacy, and training. The CoC has created a marketing strategy to bring awareness to unsheltered homelessness and combating NIMBYism (Not in My Back Yard). NIMBYism is the perspective that low-barrier housing is “undesirable” to have in or near one’s neighborhood – or their “backyard”. NIMBYism restricts underserved populations, such as people of color and those in the LGBTQ+ community, from obtaining access to housing when neighborhoods believe crime rates will increase and property values will decrease if affordable housing is built nearby. The CoC presented a local training called “Turning NIMBYism into YIMBYism”, or Yes in My Back Yard, with Local Initiatives Support Coalition (LISC) San Antonio.

To further bring awareness to educate the community, the CoC provides Homelessness 101 presentations to neighborhood associations, government officials, local nonprofit agencies, and corporate agencies. The Homelessness 101 presentations serve as a way for the CoC to educate San Antonio and Bexar County on homelessness and inequities and gauge the community’s understanding and views on homelessness.

Regarding housing interventions, the CoC created an equitable assessment tool to replace the VI-SPDAT, which was developed with feedback from those with lived expertise. Moreover, the CoC requires local agencies to have an equal access and anti-discrimination policy in their written standards for each project. SARAH, the TX-500 Collaborative Applicant, hired an equity development associate, a sociologist at a local university, to advise on reviewing data through a racial equity lens and to develop and present training on the nature of racism, sexism, and classism and how that intersects with housing and experiences of homelessness.