



Napa County Continuum of Care Governance Charter

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I. Purpose of Charter

This Charter identifies the goals, purpose, composition, responsibilities and governance structure of the Napa County Continuum of Care.

The Napa CoC will review, update, and approve this governance charter at least annually. Amendment of the charter requires a majority vote of the Continuum of Care Board (described below) at one of its regularly scheduled meetings.

II. Continuum of Care Responsibilities and Structure

The Napa County Continuum of Care (CoC) is the planning body in Napa County, California, that coordinates the community's policies, strategies, and activities toward ending homelessness. It is a regional, year-round collective planning body of stakeholders ranging from non-profit service providers to local governmental entities. The CoC's work includes gathering and analyzing information in order to determine the local needs of people experiencing homelessness, implementing strategic responses, educating the community on homeless issues, providing advice and input on the operations of homeless services, and measuring performance as related to serving the homeless population in Napa County.

This section of the Governance Charter details policies and procedures for the fundamentals of the Napa Continuum of Care and its related entities.

ACTIVITIES AND RESPONSIBILITIES OF THE NAPA CONTINUUM OF CARE

Per HUD regulation, the Napa Continuum of Care is responsible for a variety of activities related to planning and taking action to end homelessness in Napa County. While the CoC in its entirety is ultimately responsible for ensuring that these tasks are completed, it delegates a large amount of the work to the various bodies that make up the CoC's formal structure (described below). *The details of carrying out these activities will be outlined throughout this document.*

The responsibilities of the Napa CoC include:

Operating, Coordinating, and Overseeing the CoC

- Develop, follow, and annually update this governing charter/policies and procedures.
- Implement Napa County's Ten-Year Plan to End Homelessness.
- In consultation with recipients of ESG funds within the CoC, establish and consistently follow written standards for providing CoC assistance.
- Monitor performance of CoC and ESG recipients and subrecipients.
- In consultation with CoC Program and ESG recipients and subrecipients, develop and implement performance measures appropriate to the CoC's population and program types.
- Evaluate the outcomes of projects funded under ESG and CoC programs.
- Report the outcomes of ESG and CoC projects to HUD annually.
- Work with underperforming programs to improve outcomes and, if necessary, take action against ESG and CoC projects that continue to perform poorly.

- In consultation with recipients of ESG funds within the CoC, plan, establish and operate a centralized or coordinated assessment system that complies with HUD’s requirements regarding comprehensive assessments and referrals. The CoC’s coordinated assessment policies & procedures are outlined in “Napa County Coordinated Entry System Policies and Procedures.”
- Identify homeless housing and service programs that are best practices, which can be adapted and implemented in the CoC.

Designating and Operating an HMIS

- Designate a single HMIS for the County of Napa and an eligible applicant to serve as the CoC's HMIS lead agency.
- Review, revise, and approve a CoC HMIS data privacy plan, data security plan, and data quality plan.
- Ensure that the HMIS is administered in compliance with HUD requirements.
- Ensure consistent participation by HUD Homeless Assistance Grants projects in the HMIS, and actively encourage non-HUD funded programs to participate.

CoC Planning

- Create and carry out a plan to coordinate the implementation of a housing and service system that meets the needs of homeless individuals and families.
- Plan for and conduct an annual Point-in-Time Count of sheltered homeless persons, including a housing inventory of shelters, transitional housing, and permanent housing reserved for homeless individuals and families, as HUD requires.
- Plan for and conduct, at least biennially (every other year), a point-in-time count of unsheltered homeless persons within the CoC geographic area that meets HUD requirements, including a housing inventory of shelters, transitional housing, and permanent housing reserved for homeless persons, in general, and chronically homeless persons and veterans, specifically, as HUD requires.
- Conduct an annual gaps analysis of the needs of homeless people, as compared to available housing and services within the CoC geographic area.
- Provide information required to complete the Consolidated Plan(s) within the CoC geographic area.
- Consult with State and local government ESG recipients within the CoC geographic area on the plan for allocating ESG funds and reporting on and evaluating the performance of ESG recipients and subrecipients.
- Encourage and develop public understanding and education on homeless and housing issues.
- Provide information and make recommendations on homeless concerns to the Napa County Board of Supervisors and cities located in the county.
- Provide information about and help guide decisions regarding long-range planning and policy formulation to the Napa County Board of Supervisors and cities located in the county.

Preparing an Application for Funds

- Coordinate a collaborative process for the development of a CoC Program grant application to HUD.
- Establish priorities that align with local and federal policies for recommending projects for HUD CoC Program grant funding.
- Designate an eligible collaborative applicant to collect and combine the required application information from all applicants.
- Approve the final submission of applications in response to the CoC Notice of Funding Availability.

CONTINUUM OF CARE MEMBERSHIP

The Napa CoC is broadly representative of the public and private homeless service sectors, including homeless client/consumer interests. The Napa CoC encourages all members of the community to participate in group discussions, committees, and working groups. The Napa CoC works to ensure a diverse population contributes to CoC deliberations and decision-making, including consumers and community members, as well as gender, ethnic, cultural, and geographical representation. All interested persons are encouraged to attend meetings, provide input, and voice concerns.

At minimum, the Napa CoC will provide annual public invitations for new members. All recruitment efforts will be documented. Outreach will be made to specifically obtain participation from the following groups:

- Nonprofit homeless assistance providers
- Victim service providers
- Faith-based organizations
- Governments
- Businesses
- Advocates
- Public housing agencies
- School districts
- Social service providers
- Mental health agencies
- Hospitals
- Colleges and universities
- Affordable housing developers
- Law enforcement
- Organizations that serve veterans, youth, LGBTQ, people with disabilities, older individuals and other underserved communities
- Homeless and formerly homeless individuals

Continuum of Care Meetings

The Napa CoC will plan to hold quarterly meetings of the full membership, or at the very least meet on a semi-annual basis. The CoC will announce the date, time, and location of these meetings at least one month in advance and will publish the meeting agenda and

distribute it to the CoC listserv before the date of the meeting. Each meeting will have a clear purpose and will closely follow the agreed-upon agenda.

For those that are unable to attend the meeting, complete and concise meeting minutes will be circulated to the entire CoC on the listserv, along with any supporting documents after each CoC meeting.

RELATED ENTITIES

Collaborative Applicant

The CoC designates Napa County as the Collaborative Applicant. The Collaborative Applicant is responsible for the following duties (either by completing the duty or contracting to complete it) and will establish committees to support the following work:

CoC Administration

- Administering the CoC
- Coordinating committee meetings
- Publishing and appropriately disseminating an open invitation at least annually for those within the CoC area to join as new CoC members, and documenting recruitment efforts.
- Recordkeeping to show all CoC requirements are met

CoC and ESG Applications

- Coordinating a collaborative process for the development of a CoC Homeless Assistance Grants application to HUD.
- Coordinating a collaborative process for Emergency Solutions Grants (ESG) funding.
- Collecting and combining the required application information from all applicants.

CoC Planning Funds

- Apply for and administer CoC Planning Funds
- Use of CoC Planning Funds must be approved by the CoC Board and adhere to grant requirements and comply with HUD regulations

CoC Staff

Napa County, with assistance from any designated agents, provides support to the Napa Continuum of Care as CoC Staff. In this role, the County is responsible for providing coordination, planning, and administrative support to both the Continuum as a whole and the Napa CoC Board (described below).

NAPA COUNTY CONTINUUM OF CARE BOARD

The success of the Napa CoC depends in part on strong leadership. The Napa Continuum of Care Board (CoCB) acts as the primary decision-making body for the CoC and guides the community's efforts to successfully achieve all of the CoC's activities and responsibilities. The CoC Board's key purposes are to be the driving force behind systems change to end and prevent homelessness and to help obtain the resources to support such efforts.

Membership of the CoCB

The Napa CoCB is comprised of eleven (11) to thirteen (13) community stakeholders, depending on membership interest. As much as possible, the CoC will strive to have a board with the following composition: two-thirds of the seats reserved for representatives from the private sector, including nonprofit and community/faith-based organizations that represent the interests of the homeless and private foundations or funders; the other one-third of the seats reserved for representatives from the public sector, allotted for public or government entities such as Napa County employees and interested representatives from city governments in the county. At least one homeless or formerly-homeless individual and at least one Emergency Solutions Grant (ESG) funds recipient must hold a seat on the Napa CoCB at all times. The Board must also have at least three (3) non-conflicted members (do not receive CoC or ESG funds) at all times.

In addition to the above requirements, both public- and private-sector seats should, as much as possible, include representation from organizations or agencies who serve various homeless subpopulations such as:

- Persons with chronic substance abuse issues
- Persons with HIV/AIDS
- Veterans
- Persons experiencing chronic homelessness
- Families with children
- Unaccompanied youth
- Persons with serious mental illness
- Victims of domestic violence, dating violence, sexual assault, trafficking, and stalking

One board member may represent the interests of more than one homeless subpopulation.

Only one person from each organization or entity may serve on the CoCB at any time, unless approved by the CoC membership in advance or the organization or entity is made up of multiple divisions or departments that address homelessness. No organization or entity may have more than two people on the CoCB at any time.

Terms of Office

The members of the Napa CoC Board shall serve three-year terms. To stagger the terms, one-third of the members shall serve an initial term of one year, one-third of the members shall serve an initial term of two years, and the remaining one-third of the members shall serve an initial term of three years. There is no limit to the number of terms a CoCB member can serve.

Board terms will automatically renew unless:

- The Board member submits a letter to the Board chair(s) stating he/she does not want his/her term to automatically renew.
- A member of the Board/public submits a letter to the Board chair(s) requesting that the member's term not automatically renew, and requesting the formal application process be initiated and followed.

If a CoCB member leaves the Board before completion of his or her term, the Board may choose to replace him or her (using the selection method set forth in the following section), but is not required to do so unless the number of CoCB members falls below the minimum requirement of eleven (11) members.

CoCB Member Selection

Members of the CoCB can be nominated by their representative entities or the existing members of the CoCB. In addition, CoC Staff provides recruitment support by conducting ongoing outreach to members of the public and private sectors (as listed above). When there is a gap in membership, the CoC Staff will target missing constituencies and work to identify and recruit promising new CoCB members.

Each potential board member will submit an application to the CoC membership for review. The CoC will discuss the applications at an open meeting. Following that meeting, the CoC will have the opportunity to vote electronically by secret ballot. The CoC votes by majority vote to approve all new members. Each agency receives only one vote and shall designate a representative to cast its vote.

CoCB Leadership

Two Napa CoC Board members shall serve as co-chairpersons. One co-chair shall represent a governmental agency, and the other shall be a nongovernmental member of the Board. The CoCB will elect co-chairpersons annually, by a majority vote. The co-chairs shall each serve a term of two years, and shall serve staggered terms. Those terms will automatically renew unless:

- The co-chair submits a letter to the Board stating he/she does not want his/her term to automatically renew, or

- A member of the Board/public submits a letter to the Board requesting that the member's term not automatically renew, and requesting the formal application process be initiated and followed.

CoCB Member Responsibilities

All members of the CoCB shall demonstrate a professional interest in, or personal commitment to, addressing and alleviating the impact of homelessness on the people of Napa County. Members are required to do the following:

- Attend meetings and contribute to informed dialogue on actions the CoCB undertakes.
- Serve on a committee of the CoCB, as appropriate.
- Participate in the activities of the CoCB, including the Point-in-Time count, HMIS oversight, strategic planning, advocacy and public education efforts, project and system performance reviews, and the application processes for CoC Homeless Assistance Grants and other funding proposals.
- Seek input from and report back to the constituency they represent on key issues and strategies and otherwise keep abreast of needs and gaps in the CoC.

CoCB Meetings

The CoCB will meet every other month at the regular scheduled CoC meeting time and place. The CoCB will set its meeting schedule at the beginning of each calendar year and will publicly distribute dates, times, and locations for all meetings. The CoCB is the final decision-making body of the Napa CoC.

The CoCB must meet quorum (at least 50% of members present at that particular meeting) in order to conduct official CoCB business. If a CoCB member has an excused absence, he/she may designate a proxy representative for the purpose of meeting quorum attendance requirements. This proxy attendee is not permitted to vote for the CoCB member on CoCB actions.

CoC Staff is responsible for CoCB meeting preparation. This includes:

- Locating, reserving, and preparing the meeting space.
- Planning and preparing an agenda and supporting documents, as needed.
- Distributing agendas, minutes, and meeting logistics to the CoC listserv.
- Providing meeting facilitation and taking minutes.
- Coordinating with CoCB and committee members, as needed.

The CoCB approves or vetoes all matters related to the CoC. The CoCB will strive at all times for consensus decision making. When consensus cannot be reached, the CoCB will vote on decisions/actions. Each member receives one vote, and a simple majority vote is required for all business.

CoCB members may vote by email in the case of an excused absence from a CoCB meeting or when a time-sensitive matter is presented before the CoCB.

For any matter that involves a decision on funding for which a CoCB member is a recipient, that member must recuse him/herself from both the conversation and the vote.

Just as for general CoC meetings, all CoCB meetings shall be open to the public and all interested persons are encouraged to attend meetings, provide input, and voice concerns.

Conflict of Interest and Code of Conduct

Each CoC Board member, Board chairperson, employee, agent, and consultant of the CoC Board is expected to uphold certain standards of performance and good conduct and to avoid real or apparent conflicts of interest. In order to prevent a conflict of interest, a CoC Board member, Board chairperson, employee, agent, or consultant of the CoC Board may not:

- Participate in or influence discussions or decisions concerning the selection or award of a grant or other financial benefit to an organization that the CoC Board member, employee, officer, or agent has a financial or other interest in or represents, except for the CoC Board itself
- Solicit and/or accept gifts or gratuities by anyone for their personal benefit in excess of minimal value
- Engage in any behavior demonstrating an actual conflict of interest or giving the appearance of any such conflict

Individuals with a conflict of interest will inform the CoC Board of the conflict and excuse themselves from the meeting or deliberations during such discussions. The CoC Board chairperson will also track which CoC Board members have conflicts of interest and assist to ensure such members do not participate in discussions or decisions in which the members have a conflict.

Each CoC Board member, Board chairperson, employee, agent, or consultant of the CoC Board must sign a personal conflicts of interest policy to demonstrate that the individual is aware of and agrees to abide by this policy.

Termination

Members may be dismissed from the CoCB for significant dereliction of duty. Discussion and possible action on the dismissal of any member must be properly noticed on a CoCB agenda. If a CoCB member wishes to resign, the CoCB member shall submit a letter of resignation to the CoCB co-chairs.

CONTINUUM OF CARE COMMITTEES AND WORKGROUPS

Much of the work of the Napa Continuum of Care is conducted at committee and workgroup meetings. These committees support the work of the CoCB by discussing and recommending solutions to the specific issues for which they were created. The groups may be comprised of members of the CoCB and/or other interested individuals who have expertise in the subject matter.

The Napa CoC has multiple subcommittees and working groups, such as the Coordinated Entry Working Group, HMIS Working Group, Funding Committee, Veterans Homelessness Working Group, Older Adults Working Group and Youth Homelessness Working Group which meet regularly. These committees are focused on implementing the CoC Board's coordination and alignment efforts, including tracking system-wide performance, developing and monitoring HMIS and coordinated assessment and referral implementation, and ensuring compliance with HUD regulations and local strategic objectives. Additionally, subcommittees develop and propose specialized implementation strategies to address unique needs within the homelessness response system and various subpopulations experiencing homelessness for CoCB adoption. The CoCB also may create additional ad-hoc topical committees, subcommittees, and workgroups as the need arises.

The Napa CoC's committees and workgroups may meet monthly or on an as-needed basis depending on the tasks to be accomplished. Each committee will have a clear purpose and overall timeline for addressing issues or problems that it was created to address. Committees or workgroups will present their work product to the CoCB for action or next steps as needed.

III. Designating and Operating an HMIS

The CoC Interim Rule requires that each Continuum of Care designate a Homeless Management Information System (HMIS) for the geographic region and elect an eligible applicant, or HMIS Lead, to manage that system. This chapter details the responsibilities and duties of the CoC and the HMIS Lead as it relates to operation and coordination of all HMIS-related activities, including training, maintenance and technical assistance to agencies.

HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)

The primary purpose of the Napa County CoC's Homeless Management Information System (HMIS) is to aggregate data on homelessness across Napa County to accurately describe its scope and evaluate the effectiveness of efforts to reduce and end homelessness. The CoC uses HMIS to:

- Understand the characteristics and service needs of homeless people
- Analyze how homeless people use services
- Evaluate program effectiveness and outcomes
- Improve access to and delivery of services for people experiencing homelessness
- Strengthen community planning and resource allocation.

The Napa CoC operates a single HMIS.

The Role of the Napa County CoC HMIS Lead Agency/Administrator

The Napa CoC has designated Napa County as the CoC's HMIS Lead Agency/Administrator. The County works closely with the Napa CoC in this capacity and is responsible for maintaining the CoC's HMIS system in compliance with HUD standards and coordinating all related activities, including training, maintenance, and technical assistance to participating agencies. The County manages communication on system and governance issues between user agencies, the Continuum, the CoC Board, and the HMIS User and Data Subcommittee.

Specifically, the HMIS Lead is responsible for the coordination of the following activities:

- Providing operation, security, maintenance, system auditing, and technical support of HMIS central hardware, software, and connectivity
- Executing a written HMIS Participation Agreement with each Contributing HMIS Organization (CHO), which includes the role, obligations, and authority of the HMIS Lead and the CHO and requirements to comply with all security, privacy, and data quality plans
- Setting up and managing user accounts, access levels, and passwords
- Providing technical and user support for HMIS software, including agency account set-up, system monitoring and testing, problem diagnosis and

- resolution, and routine software and information maintenance
- Providing and coordinating ongoing training and technical support for the system
- Ensuring consistent participation by CoC and ESG recipients and subrecipients in HMIS
- Maintaining and updating a Privacy Plan, Security Plan, and Data Quality Plan
- Ensuring the accuracy of data including regularly assessing that all participating agencies are accurately and comprehensively capturing participant entry and exit dates and providing technical assistance to correct data quality challenges
- Coordinating regular end-user (i.e. HMIS User and Data Subcommittee) meetings to discuss software updates, data entry, report writing, and system management issues
- Serving as point of contact for end-user questions and concerns
- Assessing compliance with the Napa County CoC HMIS Policies and Procedures Manual
- Maintaining contact with the software product developer to ensure consistent and uniform communication among product support personnel and the community
- Generating information on the community's homeless and housing situation for community planning, advocacy, and funder reporting requirements
- Assisting end users in the creation of custom reports and queries
- Providing regular aggregate data reports to agencies, the CoC, and the CoC Board
- Reviewing and implementing product upgrades
- Completing the Annual Homeless Assessment Report
- Conducting regular data quality checks and providing reports to the CoC Board
- Serving as the applicant to HUD for grant funds to be used for HMIS activities for the Continuum of Care's geographic area, as directed by the CoC Board

Oversight

The CoC is responsible for overseeing the work of the HMIS Lead Agency.

Provider Participation

All agencies within the CoC geographic region that receive Continuum of Care Program and Emergency Solutions Grant (ESG) funds must participate in HMIS as a CHO, unless they are prohibited from doing so.¹

In addition, the HMIS Lead encourages all homeless service providers in the CoC geographic area, regardless of whether they receive CoC or ESG funds, to become a CHO and include all of their homeless-dedicated beds in HMIS. The HMIS Lead will review and assess its HMIS bed coverage annually.

¹ HUD prohibits victim service providers and legal service providers from contributing data to HMIS. However, these providers are required to have a comparable database to collect data.

In order to participate as a CHO, that organization must be an active member of the CoC and adhere to the CoC HMIS Policies and Procedures.

The HMIS User and Data Subcommittee

The HMIS User and Data Subcommittee (HMIS Subcommittee), a subcommittee of the CoC, is a forum for the HMIS Lead and HMIS user agencies to provide input on planning and HMIS operation and governance issues.

HMIS Governance Policies and Procedures Manual

To ensure compliance with HUD requirements, the HMIS Lead, in collaboration with the HMIS Workgroup is responsible for developing and annually reviewing and updating the “*Napa County Continuum of Care HMIS Policies & Procedures Manual.*” The Policies and Procedures Manual provides the framework for the ongoing operations of the CoC’s HMIS system. It includes the CoC’s privacy, data quality, and security plans for the HMIS system.

At any time, the HMIS User and Data Subcommittee or CoC Board may identify elements of either the Policies and Procedures or other HMIS related plans that need to be amended.

IV. Preparing an Application

REVIEWING AND PRIORITIZING PROJECTS FOR FUNDING

One of the major functions of a Continuum of Care is to prepare and oversee the applications for funds administered by HUD under the McKinney-Vento Homeless Assistance Act. Among these, the CoC Program is designed to assist individuals and families experiencing homelessness and to provide the services needed to help them move into housing, with the goal of long-term stability. For this reason, the CoC Program funds important housing and services programs, such as permanent housing (including permanent supportive housing and rapid re-housing), transitional housing, and supportive services only programs. HUD CoC Program funds are granted annually based on a national competition following the release a Notice of Funding Availability (NOFA).

In addition, recipients of Emergency Solutions Grant funds, another homeless assistance grant administered under the McKinney Vento Act, are required by HUD to coordinate with the Continuum of Care regarding the allocation of those funds. The California Department of Housing and Community Development (HCD) oversees the distribution of non-entitlement funds, for which Napa CoC is qualified to apply, in California. In recent years, HCD has required the CoC to prioritize applications within the Continuum and submit portions of the application. The Napa CoC's policy to address that requirement is established in the ESG Review and Rank Process and ESG Scoring Tool, which are subject to change based on HCD's requirements.

This section outlines the Napa CoC's policies as related to designing, operating, and following a collaborative process for the development and submission of the Continuum of Care Program application.

Collaborative Applicant

The Napa CoCB designates Napa County as the annual HUD CoC NOFA Collaborative Applicant. The Collaborative Applicant (or its designee) is responsible for leading and supporting all aspects of the annual HUD CoC NOFA application process, including submission of the Consolidated Application consisting of 1) the CoC Application (formerly Exhibit 1); 2) Project Applicant's Priority List; and 3) all Project Applications (formerly Exhibits 2).

Overview of Project Review Process/NOFA Submission Timeline

Immediately after HUD's Continuum of Care Program NOFA is released, the Collaborative Applicant (or its designee) will coordinate and carry out all of activities needed to successfully submit an application on behalf of the Napa CoC. The following is

an overview of the timeline of tasks for NOFA submission. The timeline is subject to change annually, depending on HUD/NOFA requirements.

- Prior to the NOFA release, the Collaborative Applicant will design scoring tools and any corresponding local application materials to assist in the review and ranking of all renewal and new project applicants. These materials will take into consideration both local and HUD priorities.
- The scoring tools will be finalized and presented to the CoCB for review and approval.
- Upon publication of the NOFA, the Collaborative Applicant will schedule and announce a time and date for a Technical Assistance Workshop. These details will be distributed to the entire CoC.
- All applicants/potential applicants participate in the NOFA Overview Technical Assistance Workshop. At the workshop, the Collaborative Applicant will present an overview of the HUD CoC NOFA, including details about available funding and any major changes in the application from previous years. Applicants will also be oriented to the process for reviewing and ranking applications, which will cover any supplemental local application materials and the scoring tool and applicable dates. Applicants will also have a chance to ask any questions about both the local and HUD application processes.
- Applicants complete local application materials by a date announced at the Technical Assistance Workshop, typically within four (4) to six (6) weeks of the NOFA release (and generally not less than thirty (30) days prior to the NOFA submission deadline).
 - Any late application received within forty-eight (48) hours of the due date/time will receive a fifteen (15) point score reduction. Late applications received after forty-eight (48) hours will not be accepted.
 - Incomplete applications cannot be cured for the Review and Rank Panel scoring process but must be corrected prior to HUD submission.
- Qualified, non-conflicted Review and Rank Panel members are recruited and oriented to the local review and ranking process. (See below for more detail.)
- The Review and Rank Panel members receive all local application and scoring materials and review and score each program's application.
- The Review and Rank Panel meets to jointly discuss each application, interview applicants, and to comment on ways to improve individual applications. Panel members individually score applications based on the scoring tools. The ranked list is created by the following procedures:
 - One ranked list is prepared based on a compilation of Review and Rank Panel raw scores for each application.
 - Those applications that do not meet certain threshold requirements (as detailed on the scoring tool) will not be included on the ranked list.
 - The highest scoring and eligible new permanent housing project will be selected to apply for any "Permanent Housing Bonus" funding available through the NOFA.

- In order to promote system performance by preventing returns to homelessness and promoting housing stability and retention, the CoCB has determined that renewal Permanent Supportive Housing projects with a strong track record of performance as demonstrated through their APRs and other data, may be prioritized above any new projects that have not demonstrated their ability to better enhance system performance. Performance requirements for this purpose are projects that 1) meet HUD guidelines for Housing First; 2) maintain at least an 80% occupancy rate (unless they do not yet have performance data for a full year of operation, in which case occupancy rate may not yet have achieved 80%) and 3) participate in Homeless Management Information System.
- In order to promote system performance by promoting housing stability and retention and enabling newly funded PSH projects to quickly house and retain individuals in housing, the CoCB has determined that newly funded projects without a full year of data will be scored as renewal PSH projects and eligible to be prioritized above new projects as outlined above; and in the outcome measures of Section 2 of the Renewal Scoring Tool, points will be awarded based on pro-rated occupancy and capacity measures.
 - Second-time or older renewal projects that do not have performance data for a full year of operation will be required to submit an explanation as to why they have not started spending out project funds and provide a plan for doing so within the HUD-mandated period. In extreme cases where community funding is at risk, panelists may exercise scoring discretion, including removing prioritization over new projects, recommending reallocation or placement into Tier 2.
- The Review and Rank Panel determines if any renewal project should be considered for a decrease in funding due to substandard performance. Any funding captured from an existing project will be made available for reallocation to a new project that meets the requirements in the NOFA application.
- Scoring results are sent to applicants with a reminder of the appeals process at least 15 days before CoC Application deadline. (See below for more details on the appeals process.) In addition, projects are given feedback from the Review and Rank Panel on the quality of their application and ways they can improve their final submission to HUD.
- Appeals, if any, are considered.
- A final ranked project list is submitted to the CoCB for review and approval.
- The Collaborative Applicant collects all final Project Applications and submits them to HUD, along with the CoC Application, as part of the CoC's Consolidated Application.

Review and Rank Panel Membership

The Collaborative Applicant recruits between three (3) and five (5) Review and Rank Panel members who are:

- Knowledgeable about homelessness and housing in the community and who are broadly representative of the relevant sectors, subpopulations, and geographic areas
- “Neutral,” meaning that they are not employees, staff, or otherwise have a business or personal conflict of interest with the applicant organizations;
- Familiar with housing and homeless needs within the Napa CoC; and
- Willing to review projects with the best interest of homeless persons in mind.

To serve on the Review and Rank Panel, members must:

- Sign a statement declaring that they have no conflict of interest and a confidentiality agreement; and
- Be able to dedicate time for application review and Review and Rank Panel meetings as scheduled by the Collaborative Applicant.

Reallocation of Funds

HUD allows CoCs to reallocate funds from non- and/or under-performing projects to higher priority community needs that also align with HUD priorities and goals. The Review and Rank Panel facilitates the reallocation discussion and process, in consultation with the CoC and CoCB. All final decisions about reallocation must be approved by the CoCB.

Using All Available Funds

The Napa CoC will do everything possible to ensure it applies for all funds available to the community. Thus, if all on-time applications have been submitted and it appears that either: 1) the community is not requesting as much money as is available from HUD, 2) no Permanent Housing Bonus (or other special project as defined by HUD) projects have been submitted, or 3) there are reallocated funds available, then:

- The Collaborative Applicant will email the CoCB and other interested parties (all homeless service and housing providers in the CoC area) with specifics regarding how much money is available and or which type of programs.
- The Collaborative Applicant will provide technical assistance and guidance, as needed, to ensure applicants understand the funding requirements.
- Any additional applications for these funds will be due as soon as possible after this email is distributed, as determined by NOFA submission deadline.

Appeals Process

All eligible applicants have the opportunity to appeal both their score and preliminary ranking prior to the ranked list being finalized and approved by the CoCB. The Appeals Committee will only be established if an applicant requests an appeal.

The Appeals Committee

The Appeals Committee will be comprised of three (3) impartial members of the CoCB. These three voting members will not have participated in the original Review and Rank Panel. No member of the Appeals Committee may have a conflict of interest with any of the agencies applying for CoC Program funding. All members of the Appeals Committee must sign conflict of interest and confidentiality statements. If there are insufficient CoCB members who qualify for the appeals committee, a member of the CoC may participate in the Appeals Committee.

The role of the Appeals Committee is to read and review only those parts of the application that are being appealed. If deemed necessary, the Appeals Committee may request that one member of the Review and Rank Panel attend the meeting in a non-voting, advisory capacity.

Eligible Appeals

- The application of any Project Applicant agency that receives less funding than applied for may be appealed.
- The application of any Project Applicant agency that is ranked in a Tier 2 (if tiers are required by HUD) may be appealed.
- The application of any Project Applicant agency that is ranked in the bottom third of Tier 1 (if tiers are required by HUD) may be appealed.

Note: Project Applicants that have been found to not meet the threshold requirements are not eligible for an appeal.

Applicants may appeal if they can prove their score is not reflective of the application information provided, or if they can describe bias or unfairness in the process that warrants the appeal.

The Appeals Process

- Any and all appeals must be received in writing with supporting documentation within three (3) business days of the notification of ranking to projects.
- All notices of appeal must be based on the information submitted by the application due date. No new or additional information will be considered. Omissions to the application cannot be appealed.
- The notice of appeal must include a written statement specifying in detail the grounds asserted for the appeal. The appeal must include a copy of the application and all accompanying materials submitted to the Review and Rank Committee. No additional information can be submitted. The appeal is limited to one single spaced page in 12-point font.
- All valid appeals will be read, reviewed, and evaluated by the Appeals Committee.
- The Appeals Committee will meet to deliberate the appeal.

- The Appeals Committee will review the rankings made by the Review and Rank Committee only on the basis of the submitted project application, the one page appeal, any statements made during the appeal process, and the material used by the Review and Rank Panel. No new information can be submitted by the Project Applicant appealing or reviewed by the Appeals Committee.
- The decision of the Appeals Committee must be supported by a simple majority vote.
- The appealing agency will receive a written decision of the Appeals Committee within two (2) business days of the Appeals Committee Meeting.
- The decision of the Appeals Committee will be final.

Final Prioritized List of Applications

The CoCB must approve the final ranked list of all Project Applicant proposals. Any CoCB members with a conflict of interest must recuse himself/herself from all related discussions and abstain from the vote approving the priority list. The Collaborative Applicant will then submit this prioritized list to HUD by the NOFA deadline as part of the CoC Consolidated Application. Conditional award funding is typically based upon the prioritized list of Project Applicants that are submitted; however, actual awards/award amounts are determined by HUD.

V. RECORDKEEPING

Per HUD Regulations, Collaborative applicants must keep records documenting compliance with HUD requirements (See 24 CFR 578.103). The Collaborative Applicant will keep evidence of the following according to CoCB-approved record-keeping requirements:

- The CoCB meets board structure requirements:
 - Approved copy of a governance charter establishing the CoCB and including a written process to select a board, and
 - Board roster (including CoCB members' affiliations/ representation(s)).
- The CoC has been established and operated as set forth in the CoC Regulations.
- The CoC has prepared the application for funds.
- The CoCB is compliant with HUD's conflict of interest requirements, including having a conflict of interest policy signed by all CoCB members.