

## Before Starting the CoC Application

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

The Collaborative Applicant is responsible for reviewing the following:

1. The FY 2019 CoC Program Competition Notice of Funding Available (NOFA) for specific application and program requirements.
2. The FY 2019 CoC Application Detailed Instructions which provide additional information and guidance for completing the application.
3. All information provided to ensure it is correct and current.
4. Responses provided by project applicants in their Project Applications.
5. The application to ensure all documentation, including attachment are provided.
6. Questions marked with an asterisk (\*), which are mandatory and require a response.

## 1A. Continuum of Care (CoC) Identification

### Instructions:

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

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**1A-1. CoC Name and Number:** MA-509 - Cambridge CoC

**1A-2. Collaborative Applicant Name:** City of Cambridge Department of Human Service Programs

**1A-3. CoC Designation:** CA

**1A-4. HMIS Lead:** Cambridge Department of Human Service Programs

## 1B. Continuum of Care (CoC) Engagement

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### 1B-1. CoC Meeting Participants.

For the period of May 1, 2018 to April 30, 2019, applicants must indicate whether the Organization/Person listed:

1. participated in CoC meetings;
2. voted, including selecting CoC Board members; and
3. participated in the CoC's coordinated entry system.

Organization/Person	Participates in CoC Meetings	Votes, including selecting CoC Board Members	Participates in Coordinated Entry System
Local Government Staff/Officials	Yes	Yes	Yes
CDBG/HOME/ESG Entitlement Jurisdiction	Yes	Yes	Yes
Law Enforcement	Yes	No	No
Local Jail(s)	No	No	No
Hospital(s)	Yes	Yes	No
EMS/Crisis Response Team(s)	Yes	No	No
Mental Health Service Organizations	Yes	Yes	Yes
Substance Abuse Service Organizations	Yes	Yes	Yes
Affordable Housing Developer(s)	Yes	Yes	No
Disability Service Organizations	Yes	Yes	Yes
Disability Advocates	Yes	Yes	No
Public Housing Authorities	Yes	Yes	Yes
CoC Funded Youth Homeless Organizations	Yes	Yes	Yes
Non-CoC Funded Youth Homeless Organizations	Yes	Yes	No

Youth Advocates	Yes	Yes	No
School Administrators/Homeless Liaisons	No	No	No
CoC Funded Victim Service Providers	Yes	Yes	Yes
Non-CoC Funded Victim Service Providers	Yes	No	No
Domestic Violence Advocates	Yes	Yes	No
Street Outreach Team(s)	Yes	Yes	Yes
Lesbian, Gay, Bisexual, Transgender (LGBT) Advocates	Yes	No	No
LGBT Service Organizations	Yes	Yes	Yes
Agencies that serve survivors of human trafficking	Yes	Yes	Yes
Other homeless subpopulation advocates	Yes	Yes	No
Homeless or Formerly Homeless Persons	Yes	Yes	No
Mental Illness Advocates	Yes	Yes	No
Substance Abuse Advocates	Yes	Yes	No
Other:(limit 50 characters)			
Faith-based community	Yes	Yes	No
Drop-in meal program	Yes	Yes	No

**1B-1a. CoC’s Strategy to Solicit/Consider Opinions on Preventing/Ending Homelessness.**

**Applicants must describe how the CoC:**

- 1. solicits and considers opinions from a broad array of organizations and individuals that have knowledge of homelessness, or an interest in preventing and ending homelessness;**
- 2. communicates information during public meetings or other forums the CoC uses to solicit public information;**
- 3. takes into consideration information gathered in public meetings or forums to address improvements or new approaches to preventing and ending homelessness; and**
- 4. ensures effective communication with individuals with disabilities, including the availability of accessible electronic formats, e.g., PDF. (limit 2,000 characters)**

1. To solicit opinions from a broad array of stakeholders, the CoC: convenes regular meetings that are open to the public; participates in a broad range of meetings and local committees hosted by neighborhood groups, universities, faith groups & business associations; actively encourages voicing of opinions & feedback by offering multiple formats including in person meetings, 1:1 conversations & online surveys; and has a Board of Directors and membership that represents a diverse group of stakeholders, opinions and expertise.

2. To communicate and advertise public meetings, the CoC maintains a calendar of events on its website; encourages participation from the public through the “Get Involved” section of the website; sends regular meeting reminders and monthly newsletter to the CoC listserv; and maintains a Twitter account to communicate announcements and meetings. During meetings, time is set aside for open discussion and announcements by attendees.

3. The CoC takes information gathered in public forums into consideration to improve system performance and implement new approaches by presenting it to the appropriate decision-making body where ideas are discussed, suggestions are vetted, and actions are agreed upon, delegated & implemented. Examples of improvements made based on public input include creation of a dedicated location for mail services, allocation of City funds for IDs, increased prevention funds, successful advocacy to expand Inclusionary Zoning in Cambridge, and creation and expansion of by-name & cross-agency case conferencing. Feedback from CoC members and other stakeholders drives the CoC's ongoing efforts to secure resources from multiple sources to facilitate system improvements.

4. The CoC ensures effective communication with persons with disabilities by utilizing TTY and interpretation services as needed, providing materials in accessible electronic formats, and ensuring CoC meeting spaces are physically accessible.

### **1B-2. Open Invitation for New Members.**

**Applicants must describe:**

- 1. the invitation process;**
  - 2. how the CoC communicates the invitation process to solicit new members;**
  - 3. how the CoC ensures effective communication with individuals with disabilities, including the availability of accessible electronic formats;**
  - 4. how often the CoC solicits new members; and**
  - 5. any special outreach the CoC conducted to ensure persons experiencing homelessness or formerly homeless persons are encouraged to join the CoC.**
- (limit 2,000 characters)**

1. The CoC has an open invitation process where all interested persons and organizations are welcomed & encouraged to join the CoC & participate in its planning activities. To join the CoC, persons must indicate interest to CoC staff through email or verbal communication, attend a CoC meeting or access the membership application available year-round on the CoC's website.

2. The CoC works to solicit new members by advertising on its website (membership application available year-round), newsletter, Twitter, informational flyers, & through announcements at community meetings hosted by the City's Police Department, Health Department, City Council, & other local groups.

3. The CoC ensures effective communication with persons with disabilities by utilizing TTY & interpretation services as needed, providing materials in accessible electronic formats, and ensuring CoC meeting spaces are physically accessible.

4. The invitation to new members occurs year-round. The CoC's website has a "Get Involved" section that encourages participation in the CoC through meeting attendance, volunteer opportunities, and other events. CoC staff participate in the City's Fair and Affordable Housing Open House, which allows for in person

marketing and outreach to a broad audience and has led to increased participation in CoC meetings by representatives from local tenants' groups and other interested stakeholders.

5. The CoC conducts outreach at local shelters, meal programs and drop-in centers to advertise CoC meetings and events to encourage participation and membership by persons experiencing homelessness or those who have formerly experienced homelessness. Periodically the CoC hosts client feedback sessions where currently homeless persons are informed of opportunities to participate in the CoC, and are offered incentives to share their experiences of the homeless services system.

### **1B-3. Public Notification for Proposals from Organizations Not Previously Funded.**

**Applicants must describe:**

- 1. how the CoC notifies the public that it is accepting project application proposals, and that it is open to and will consider applications from organizations that have not previously received CoC Program funding, as well as the method in which proposals should be submitted;**
- 2. the process the CoC uses to determine whether the project application will be included in the FY 2019 CoC Program Competition process;**
- 3. the date(s) the CoC publicly announced it was open to proposal;**
- 4. how the CoC ensures effective communication with individuals with disabilities, including the availability of accessible electronic formats; and**
- 5. if the CoC does not accept proposals from organizations that have not previously received CoC Program funding or did not announce it was open to proposals from non-CoC Program funded organizations, the applicant must state this fact in the response and provide the reason the CoC does not accept proposals from organizations that have not previously received CoC Program funding.**  
**(limit 2,000 characters)**

1. The CoC notifies the public that it is accepting project application proposals by: posting public notifications to the CoC's website (8/6/2019) and in its newsletter (8/9/2019), emailing funding announcements to the CoC listserv (8/6/2019), posting notifications on Twitter (8/8/2019-8/30/2019), and hosting public meetings to provide instructions and information to interested agencies (7/30/2019). The public notifications explicitly state that the CoC welcomes and encourages applications from all interested organizations, including those that have not previously received CoC program funding. Notifications include a link to the CoC's publicly posted Local Competition Information document, which includes detailed instructions on how to submit proposals, and a timeline & description of how applications will be reviewed and ranked. Additionally, the CoC conducts special outreach to providers not currently receiving funds to ensure they are aware of funding opportunities.

2. The CoC determines whether project applications will be included in the CoC's submission using procedures detailed in the Local Competition Information document and in the published request for project proposals: Collaborative Applicant staff conduct a threshold review of each application to verify the proposed project and applicant meet eligibility requirements outlined in the NOFA; and the Evaluation Panel reviews & ranks applications using

published criteria.

3. The CoC publicly announced it was open to proposals on 8/6/2019.

4. The CoC ensures effective communication with persons with disabilities by utilizing TTY & interpretation services as needed, providing materials in accessible electronic formats, and ensuring CoC meeting spaces are physically accessible.

# 1C. Continuum of Care (CoC) Coordination

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## 1C-1. CoCs Coordination, Planning, and Operation of Projects.

**Applicants must select the appropriate response for each federal, state, local, private, other organizations, or program source the CoC included in the planning and operation of projects that serve individuals experiencing homelessness, families experiencing homelessness, unaccompanied youth experiencing homelessness, persons who are fleeing domestic violence, or persons at risk of homelessness.**

Entities or Organizations the CoC coordinates planning and operation of projects	Coordinates with Planning and Operation of Projects
Housing Opportunities for Persons with AIDS (HOPWA)	Yes
Temporary Assistance for Needy Families (TANF)	No
Runaway and Homeless Youth (RHY)	Not Applicable
Head Start Program	No
Funding Collaboratives	Yes
Private Foundations	Yes
Housing and services programs funded through U.S. Department of Justice (DOJ) Funded Housing and Service Programs	Yes
Housing and services programs funded through U.S. Health and Human Services (HHS) Funded Housing and Service Programs	Yes
Housing and service programs funded through other Federal resources	Yes
Housing and services programs funded through State Government	Yes
Housing and services programs funded through Local Government	Yes
Housing and service programs funded through private entities, including foundations	Yes
Other:(limit 50 characters)	



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**1C-2. CoC Consultation with ESG Program Recipients.**

**Applicants must describe how the CoC:**  
**1. consulted with ESG Program recipients in planning and allocating ESG funds;**  
**2. participated in the evaluating and reporting performance of ESG Program recipients and subrecipients; and**  
**3. ensured local homelessness information is communicated and addressed in the Consolidated Plan updates.**  
**(limit 2,000 characters)**

1. The City of Cambridge (the ESG entitlement recipient) shares the same geography and boundaries as the Cambridge CoC. Planning, coordination, and allocation of both CoC & ESG funds is the responsibility of the City's Human Services Planning and Development Office (P&D) in consultation with the CoC Board & members. P&D staff-including the CoC & ESG planners, HMIS lead, and Coordinated Entry project manager meet weekly to discuss program performance and to identify program and service gaps in both CoC and ESG programs that informs planning and allocation of funds. Additionally, a staff person from the City department overseeing the jurisdiction's Consolidated Plan sits on the CoC's Board of Directors and participates in CoC meetings.
2. During regular meetings, the CoC and ESG planners, HMIS lead, and Coordinated Entry project manager participate in evaluation of performance of the ESG Program primarily utilizing information input into HMIS by the ESG recipient and subrecipients. Staff strive to consistently address and respond to community needs and performance with both CoC and ESG program evaluation and subsequent program adjustments. Additionally, the HMIS manager and ESG planner work collaboratively with ESG subrecipients to improve data quality throughout the year and to complete the annual CAPER report on performance.
3. The CoC ensures local homeless information, including PIT & HIC data, gaps analysis, and system performance data, is communicated and addressed in the Consolidated Plan through active engagement and communication with the City department responsible for generating and updating the Consolidated Plan. Specifically, CoC staff contribute narrative submissions to assist in updating the Consolidated Plan, Annual Action Plan and CAPER reports. Additionally, the CoC ensures relevant information and updates are reflected through advertising public hearings and providing opportunities for feedback from the broad array of CoC stakeholders.

**1C-2a. Providing PIT and HIC Data to Consolidated Plan Jurisdictions.** Yes to both

**Applicants must indicate whether the CoC provided Point-in-Time (PIT) and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions within its geographic area.**

**1C-2b. Providing Other Data to Consolidated Plan Jurisdictions.** Yes

**Applicants must indicate whether the CoC ensured local homelessness information is communicated to Consolidated Plan Jurisdictions within its geographic area so it can be addressed in Consolidated Plan updates.**

**1C-3. Addressing the Safety Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors.**

**Applicants must describe:**

- 1. the CoC’s protocols, including protocols for coordinated entry and the CoC’s emergency transfer plan, that prioritize safety and incorporate trauma-informed, victim-centered services; and**
- 2. how the CoC, through its coordinated entry, maximizes client choice for housing and services while ensuring safety and confidentiality. (limit 2,000 characters)**

1. The CoC Board -in consultation with Transition House, the CoC’s primary DV service provider- has issued policies and procedures to address the safety concerns and unique needs of those experiencing and/or those who have survived Domestic Violence, Dating Violence, Sexual Assault, and Stalking (DV). The CoC’s website has a dedicated VAWA resource page, which includes information about the CoC’s emergency transfer plan and emergency response protocol for those experiencing DV. Clients actively fleeing DV are encouraged to develop a safety plan and are referred to Transition House for assistance. Safety plans are used as a guide to determine which services or interventions are best for the client’s unique needs.

2. Through the CoC’s Coordinated Entry (CE) System, client choice is balanced against safety and confidentiality, by offering a variety of housing and service program options. The CE system is trauma-informed and client-centered; staff are trained to identify and recommend services or interventions that address each client’s unique needs. Clients are encouraged but not required to make choices to address their most emergent safety, security, and housing needs. If a client chooses not to accept-or to engage but later withdraw from-a service, intervention, or housing placement, the client is not penalized, demoted from their place on any CoC-controlled priority listing or waitlist, and is not terminated from any CoC or ESG-funded program.

Housing and service programs available to Households fleeing DV include: emergency shelter (ESG funded); permanent housing (CoC funded); safety planning, legal advocacy, public benefits advocacy, counseling and support groups, and services in languages other than English (funded by DOJ Victims of Crime Act (VOCA) grant, private foundations, US Office on Violence Against Women, MA Dept. of Children & Families, & HHS Family Violence Prevention and Services Act.)

### **1C-3a. Training–Best Practices in Serving DV Survivors.**

**Applicants must describe how the CoC coordinates with victim services providers to provide training, at least on an annual basis, for:**

- 1. CoC area project staff that addresses safety and best practices (e.g., trauma-informed, victim-centered) on safety and planning protocols in serving survivors of domestic violence; and**
- 2. Coordinated Entry staff that addresses safety and best practices (e.g., Trauma Informed Care) on safety and planning protocols in serving survivors of domestic violence.**

**(limit 2,000 characters)**

1. The CoC offers annual training for CoC project staff that covers best practices on serving survivors of domestic violence, including trainings on trauma-informed care and Motivational Interviewing. CoC providers are trained to offer housing and services in a manner that considers unique circumstances of survivors by assessing needs & coordination services while prioritizing safety for the client (case-by-case assessment of appropriate referrals). Information on local, State, and national trainings are shared via the CoC’s website and annual HIMS trainings allow the HMIS lead to train staff to assess, collect & record data, and make referrals in ways that protect safety and confidentiality while promoting client autonomy.

2. Coordinated Entry staff, including the Project Coordinator, Housing Navigators, and other partner staff, participate in annual training to review all CE policies and procedures, including trauma-informed care, confidentiality and safety planning protocols when working with survivors of domestic violence. Additionally, CE staff convene bi-weekly case conferencing with cross-agency participation. CE staff are trained to access community resources for safety planning available through Transition House, Legal Services, and the Cambridge Police Department’s Domestic Violence Unit.

### **1C-3b. Domestic Violence–Community Need Data.**

**Applicants must describe how the CoC uses de-identified aggregate data from a comparable database to assess the special needs related to domestic violence, dating violence, sexual assault, and stalking.**  
**(limit 2,000 characters)**

The CoC uses several data sources to assess the needs related to domestic violence, dating violence, sexual assault, and stalking. The CoC recognizes that domestic violence needs are historically underreported, and that these data sources are not perfect, but the CoC utilizes all data sources available to understand the scope and types of needs in the community. The primary source used to assess the needs related to DV of persons accessing services through the CoC is data from Transition House, the CoC’s provider of housing and services for DV survivors. Transition House maintains a comparable HIMS database, which produces deidentified aggregate reports for annual performance assessments for the CoC and ESG programs. The CoC also utilizes data from HIMS to assess the number of clients in different program types who are currently fleeing DV or who have experienced DV in the past.

The CoC also reviews data from the following sources to assess broader community need: Cambridge Domestic and Gender Based Violence Prevention

Initiative’s Assets and Needs Assessment Report (qualitative data gathered through a 4 month series of interviews and focus groups); Cambridge Police Department’s Domestic Crime Data (annual statistics about domestic incidents reported to police); Cambridge Public Health Department’s Community Health Assessment; City of Cambridge’s Community Needs Assessment; National Network to End Domestic Violence’s Census; data from On the Rise, a drop-in center for homeless women; and the statewide SafeLink Domestic Violence Hotline’s reports.

The CoC uses information from the above sources to quantify needs and gaps in the homeless service system for persons impacted by domestic violence; determine training needs for CoC staff; improve communication of resources available to clients and staff; and engage in policy work to improve overall system coordination and functioning.

**\*1C-4. PHAs within CoC. Attachments Required.**

**Applicants must submit information for the two largest PHAs or the two PHAs with which the CoC has a working relationship within the CoC’s geographic area.**

Public Housing Agency Name	% New Admissions into Public Housing and Housing Choice Voucher Program during FY 2018 who were experiencing homelessness at entry	PHA has General or Limited Homeless Preference	PHA has a Preference for current PSH program participants no longer needing intensive supportive services, e.g., Moving On
Cambridge Housing Authority	20.00%	No	No
Department of Community Housing and Development	6.00%	Yes-HCV	No

**1C-4a. PHAs’ Written Policies on Homeless Admission Preferences.**

**Applicants must:**

- 1. provide the steps the CoC has taken, with the two largest PHAs within the CoC’s geographic area or the two PHAs the CoC has working relationships with, to adopt a homeless admission preference—if the CoC only has one PHA within its geographic area, applicants may respond for one; or**
- 2. state that the CoC does not work with the PHAs in its geographic area. (limit 2,000 characters)**

The CoC has encouraged adoption of a homeless admission preference through regular communication with leadership at the Cambridge Housing Authority (CHA), which is the largest PHA in the CoC’s geographic area, and through joint participation in HUD field office meetings related to PHA & CoC collaboration. The Executive Director of the CHA sits on the CoC’s Board of Directors and is actively engaged in the CoC planning and governance processes. Although the CHA’s Board has not adopted a homeless preference, the CHA works directly with several homeless service nonprofits in the CoC to provide support with sponsor-based voucher programs serving homeless families with children, unaccompanied homeless youth, households fleeing domestic violence, and chronically homeless individuals. The CHA is a critical

partner in the CoC's efforts to end homelessness and has demonstrated commitment to the shared goal through use of its Moving to Work designation to support innovative projects dedicated for households moving out of homelessness and through its recent application for and award of Section 811 Mainstream Vouchers that will serve households exiting homelessness.

The second largest PHA the CoC works with is the State's Department of Housing and Community Development (DHCD) PHA, which recently adopted a limited homeless preference for a new allocation of Mainstream Vouchers that will serve clients in the CoC's geographic area.

**1C-4b. Moving On Strategy with Affordable Housing Providers.**

**Applicants must indicate whether the CoC has a Moving On Strategy with affordable housing providers in its jurisdiction.**

No

**1C-5. Protecting Against Discrimination.**

**Applicants must describe the actions the CoC has taken to address all forms of discrimination, such as discrimination based on any protected classes under the Fair Housing Act and 24 CFR 5.105(a)(2) – Equal Access to HUD-Assisted or -Insured Housing. (limit 2,000 characters)**

The CoC has implemented the following strategies to address all forms of discrimination and to further fair housing: adopting Written Standards that ensure housing and services are marketed to all eligible persons and to those not likely to seek out services on their own; adopting a CoC Anti-Discrimination Policy - drafted with assistance from the City of Cambridge's Human Rights Commission; executing contracts requiring that all CoC & ESG providers must have project-level anti-discrimination policies & must adhere to the City of Cambridge's anti-discrimination ordinance (Camb. Municipal Code 2.76.160); maintaining a page on the CoC's website where providers can easily access training and resources related to implementation of the Equal Access Rule; using Coordinated Entry policies and procedures to lower participating projects' barriers and increase equity of access by clients; establishing a protocol for clients to file a Coordinated Entry discrimination complaint; implementing special outreach and mobile assessment teams as part of the Coordinated Entry system to ensure all persons are reached and assessed; including disability access indicators within the CoC's Resource Directory; participating in the City's yearly Fair Housing outreach event; and translating materials into multiple languages.

**\*1C-5a. Anti-Discrimination Policy and Training.**

**Applicants must indicate whether the CoC implemented an anti-discrimination policy and conduct training:**

1. Did the CoC implement a CoC-wide anti-discrimination policy that applies to all projects regardless of funding source?	Yes
2. Did the CoC conduct annual CoC-wide training with providers on how to effectively address discrimination based on any protected class under the Fair Housing Act?	No
3. Did the CoC conduct annual training on how to effectively address discrimination based on any protected class under 24 CFR 5.105(a)(2) – Equal Access to HUD-Assisted or -Insured Housing?	No

**\*1C-6. Criminalization of Homelessness.**

**Applicants must select all that apply that describe the strategies the CoC implemented to prevent the criminalization of homelessness in the CoC’s geographic area.**

1. Engaged/educated local policymakers:	<input checked="" type="checkbox"/>
2. Engaged/educated law enforcement:	<input checked="" type="checkbox"/>
3. Engaged/educated local business leaders:	<input checked="" type="checkbox"/>
4. Implemented communitywide plans:	<input checked="" type="checkbox"/>
5. No strategies have been implemented:	<input type="checkbox"/>
6. Other:(limit 50 characters)	
Participation in Homeless Session of DistrictCourt	<input checked="" type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

**1C-7. Centralized or Coordinated Assessment System. Attachment Required.**

**Applicants must:**

- 1. demonstrate the coordinated entry system covers the entire CoC geographic area;**
- 2. demonstrate the coordinated entry system reaches people who are least likely to apply for homelessness assistance in the absence of special outreach; and**
- 3. demonstrate the assessment process prioritizes people most in need of assistance and ensures they receive assistance in a timely manner. (limit 2,000 characters)**

1. The CoC’s Coordinated Entry (CE) system covers the entire CoC geographic area, which matches the area of the City of Cambridge. Any homeless household presenting within the CoC is eligible for an intake with CE, and CE is accessible through the entire geographic area by offering both fixed intake sites

and mobile intake via outreach staff. The broad array of services and providers in the CoC – including ESG & CoC programs, family shelters, community meal programs, law enforcement community outreach teams, recovery coaches, substance use programs, faith based providers, and mental health crisis intervention teams – either directly participate in the CE system by receiving formal referrals to program availabilities, or collaborate closely with CE to “soft”-refer clients whose presenting needs match a given service in the community.

2. The CE grant funds outreach staff employed by two partner agencies. Outreach workers make up a core component of the CE staff team and engage proactively with the most vulnerable households (particularly outdoor sleepers) resulting in intake/assessment of this population on the spot. For 242 of the persons enrolled in CE since its launch, CE was their first program enrollment in HMIS, demonstrating CE’s ability to reach people who have not engaged with CoC services in the past.

3. All resources prioritized through CE-including PSH, RRH, and Housing Navigation-are allocated based on dynamic prioritization, ensuring that clients most in need of these resources receive access to them in as timely a manner as possible. While the availability of resources directly prioritized through CE is significantly exceeded by the number of clients appropriate for these interventions, CE staff maintain strong knowledge of local services and collaborations in order to provide referrals to community resources that may be of assistance, so that clients who are not highest-prioritized can still receive timely and meaningful help.

# 1D. Continuum of Care (CoC) Discharge Planning

## Instructions:

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## 1D-1. Discharge Planning Coordination.

**Applicants must indicate whether the CoC actively coordinates with the systems of care listed to ensure persons who have resided in them longer than 90 days are not discharged directly to the streets, emergency shelters, or other homeless assistance programs. Check all that apply (note that when "None:" is selected no other system of care should be selected).**

Foster Care:	<input checked="" type="checkbox"/>
Health Care:	<input checked="" type="checkbox"/>
Mental Health Care:	<input checked="" type="checkbox"/>
Correctional Facilities:	<input checked="" type="checkbox"/>
None:	<input type="checkbox"/>



# 1E. Local CoC Competition

## Instructions

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## \*1E-1. Local CoC Competition–Announcement, Established Deadline, Applicant Notifications. Attachments Required.

**Applicants must indicate whether the CoC:**

1. informed project applicants in its local competition announcement about point values or other ranking criteria the CoC would use to rank projects on the CoC Project Listings for submission to HUD for the FY 2019 CoC Program Competition;	Yes
2. established a local competition deadline, and posted publicly, for project applications that was no later than 30 days before the FY 2019 CoC Program Competition Application submission deadline;	Yes
3. notified applicants that their project application(s) were being rejected or reduced, in writing along with the reason for the decision, outside of e-snaps, at least 15 days before the FY 2019 CoC Program Competition Application submission deadline; and	Yes
4. notified applicants that their project applications were accepted and ranked on the CoC Priority Listing in writing, outside of e-snaps, at least 15 days before the FY 2019 CoC Program Competition Application submission deadline.	Yes

## 1E-2. Project Review and Ranking–Objective Criteria.

**Applicants must indicate whether the CoC used the following to rank and select project applications for the FY 2019 CoC Program Competition:**

1. Used objective criteria to review and rank projects for funding (e.g., cost effectiveness of the project, performance data, type of population served);	Yes
2. Included one factor related to improving system performance (e.g., exits to permanent housing (PH) destinations, retention of PH, length of time homeless, returns to homelessness, job/income growth, etc.); and	Yes
3. Included a specific method for evaluating projects submitted by victim services providers that utilized data generated from a comparable database and evaluated these projects on the degree they improve safety for the population served.	Yes

## 1E-3. Project Review and Ranking–Severity of Needs and Vulnerabilities.

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**Applicants must describe:**  
**1. the specific severity of needs and vulnerabilities the CoC considered when reviewing and ranking projects; and**  
**2. how the CoC takes severity of needs and vulnerabilities into account when reviewing and ranking projects.**  
**(limit 2,000 characters)**

1. The CoC considers the following vulnerabilities experienced by clients in the project review, ranking & selection process: abuse/victimization, chronic homelessness, serious mental illness, substance abuse, and chronic health condition. The CoC also considers whether projects serve priority populations with specific needs including Veterans, unaccompanied or parenting youth, and families with children, and gives special consideration to projects that are the sole providers of services to subpopulations in the CoC.

2. Project scorecards award points for serving vulnerable populations by evaluation the service needs at entry of persons served as reported on the Annual Performance Report. To receive points, at least 50% of the households served in the reporting year must be a population with intensive service needs. Awarding extra points in this way is designed to acknowledge the resource requirements of serving populations with intensive service needs, and to offset the impact serving these populations may have on other scored components such as housing stability and income increases. Additionally, the CoC’s Evaluation Panel considers the impact serving chronically homeless clients with criminal histories, particularly sex offenders, has on the length of time to secure a unit and subsequent impact on projects’ utilization rates and recaptures of funds.

**1E-4. Public Postings–CoC Consolidated Application. Attachment Required.**

**Applicants must:**  
**1. indicate how the CoC made public the review and ranking process the CoC used for all project applications; or**  
**2. check 6 if the CoC did not make public the review and ranking process; and**  
**3. indicate how the CoC made public the CoC Consolidated Application—including the CoC Application and CoC Priority Listing that includes all project applications accepted and ranked or rejected—which HUD required CoCs to post to their websites, or partners websites, at least 2 days before the FY 2019 CoC Program Competition application submission deadline; or**  
**4. check 6 if the CoC did not make public the CoC Consolidated Application.**

Public Posting of Objective Review and Ranking Process		Public Posting of CoC Consolidated Application including: CoC Application, CoC Priority Listing, Project Listings	
1. Email	<input checked="" type="checkbox"/>	1. Email	<input checked="" type="checkbox"/>

2. Mail	<input type="checkbox"/>	2. Mail	<input type="checkbox"/>
3. Advertising in Local Newspaper(s)	<input type="checkbox"/>	3. Advertising in Local Newspaper(s)	<input type="checkbox"/>
4. Advertising on Radio or Television	<input type="checkbox"/>	4. Advertising on Radio or Television	<input type="checkbox"/>
5. Social Media (Twitter, Facebook, etc.)	<input checked="" type="checkbox"/>	5. Social Media (Twitter, Facebook, etc.)	<input checked="" type="checkbox"/>
6. Did Not Publicly Post Review and Ranking Process	<input type="checkbox"/>	6. Did Not Publicly Post CoC Consolidated Application	<input type="checkbox"/>

**1E-5. Reallocation between FY 2015 and FY 2018.**

**Applicants must report the percentage of the CoC’s ARD that was reallocated between the FY 2015 and FY 2018 CoC Program Competitions.**

**Reallocation: 23%**

**1E-5a. Reallocation–CoC Review of Performance of Existing Projects.**

**Applicants must:**

- 1. describe the CoC written process for reallocation;**
  - 2. indicate whether the CoC approved the reallocation process;**
  - 3. describe how the CoC communicated to all applicants the reallocation process;**
  - 4. describe how the CoC identified projects that were low performing or for which there is less need; and**
  - 5. describe how the CoC determined whether projects that were deemed low performing would be reallocated.**
- (limit 2,000 characters)**

1. A project may voluntarily elect to reallocate funds as part of the project’s local renewal application. For involuntary reallocation, each renewal project is assessed by Collaborative Applicant staff using published criteria to determine if full or partial reallocation should be considered by the CoC Board’s Evaluation Panel. The purpose of the reallocation assessment is to determine if renewal projects are underutilized or underperforming. Completed reallocation assessments are provided to the Evaluation Panel alongside project scores to inform reallocation decisions.

2. The CoC’s reallocation process is approved by the CoC’s Evaluation Panel, a subcommittee of the CoC’s Board of Directors.

3. The CoC communicated to all applicants the reallocation process with posting of the Local Competition Procedures document to the CoC’s website (7/26/2019) and by hosting a meeting of the Homeless Services Planning Committee (HSPC-7/30/2019) to discuss and answer questions about the FY19 CoC Competition.

4. The CoC identifies projects that are low performing by analyzing data in four key areas: recaptures of funds, contribution to the CoC's progress in improving system level performance and HUD's policy priorities, alignment with local funding priorities and needs, and the CoC grant fund costs per permanent housing exit/placement. These criteria are clearly stated and communicated in the Local Procedures document (published to the CoC website on 7/26/2019) and in-person at CoC meetings (HSPC on 7/30/2019).

5. CoC Collaborative Applicant staff assess each renewal application, using published criteria (scorecards and reallocation assessments), and present the results to the CoC Board's Evaluation Panel. In the FY19 competition, no projects were recommended for involuntary reallocation; one project offered to voluntarily reallocate a portion of funding based on frequent recaptures.

## DV Bonus

### Instructions

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

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### 1F-1 DV Bonus Projects.

**Applicants must indicate whether the CoC is requesting DV Bonus projects which are included on the CoC Priority Listing:** Yes

**1F-1a. Applicants must indicate the type(s) of project(s) included in the CoC Priority Listing.**

1. PH-RRH	<input checked="" type="checkbox"/>
2. Joint TH/RRH	<input type="checkbox"/>
3. SSO Coordinated Entry	<input type="checkbox"/>

**Applicants must click “Save” after checking SSO Coordinated Entry to view questions 1F-3 and 1F-3a.**

### \*1F-2. Number of Domestic Violence Survivors in CoC’s Geographic Area.

**Applicants must report the number of DV survivors in the CoC’s geographic area that:**

Need Housing or Services	429.00
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the CoC is Currently Serving	364.00
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**1F-2a. Local Need for DV Projects.**

**Applicants must describe:**

- 1. how the CoC calculated the number of DV survivors needing housing or service in question 1F-2; and**
- 2. the data source (e.g., HMIS, comparable database, other administrative data, external data source).**  
**(limit 500 characters)**

1. The CoC calculated the number of DV survivors needing housing or services by looking at the total number of clients answering “Yes” to HUD data element 4.11.2 and subtracting those who were already enrolled in a permanent housing project.

2. The data source(s) for calculating the number of DV survivors needing housing and services are the CoC’s HMIS database and data collected from the comparable database for the CoC’s DV provider, Transition House.

**1F-4. PH-RRH and Joint TH and PH-RRH Project Applicant Capacity.**

**Applicants must provide information for each unique project applicant applying for PH-RRH and Joint TH and PH-RRH DV Bonus projects which the CoC is including in its CoC Priority Listing—using the list feature below.**

<b>Applicant Name</b>	<b>DUNS Number</b>
City of Cambridge	076584341

## 1F-4. PH-RRH and Joint TH and PH-RRH Project

### Applicant Capacity

DUNS Number:	076584341
Applicant Name:	City of Cambridge
Rate of Housing Placement of DV Survivors–Percentage:	16.00%
Rate of Housing Retention of DV Survivors–Percentage:	100.00%

#### 1F-4a. Rate of Housing Placement and Housing Retention.

**Applicants must describe:**

- 1. how the project applicant calculated the rate of housing placement and rate of housing retention reported in the chart above; and**
- 2. the data source (e.g., HMIS, comparable database, other administrative data, external data source). (limit 500 characters)**

1. Placement: divide the # of clients fleeing DV in the CE system who were housed (10) by the total # of clients fleeing DV in the CE system (61) for the period 7/1/18-6/30/19. Retention: divide the # of leavers to permanent destinations and stayers by the total # of clients served in the CoC’s DV PSH project for the period 12/1/17-11/30/18: (5 leavers to PH + 18 stayers / 23 served = 100%)

2. HMIS for CE placement data; comparable database for DV APR housing retention data

#### 1F-4b. DV Survivor Housing.

**Applicants must describe how project applicant ensured DV survivors experiencing homelessness were assisted to quickly move into permanent housing. (limit 2,000 characters)**

The project applicant and the subrecipient, Transition House (TH), ensured DV survivors experiencing homelessness were assisted to move into permanent housing as quickly as possible by prioritizing severity of service needs along with duration of homelessness. Homeless victims of DV come to TH through a dedicated confidential Massachusetts screening/access system (SAFELINK), a 24-hour hotline that coordinates safe shelter for victims of DV. After entry into shelter with TH, as soon as possible and within 30 days of entry, homeless participants are assessed by staff for eligibility to a range of housing programs. After intense safety planning, crisis intervention and legal supports, the agency puts great effort in moving people into long term solutions as soon as possible.

TH identifies and recruits landlords and property managers to provide housing opportunities for individuals and families experiencing homelessness. As long as the individual/ family is safe to live in Cambridge, every effort is made to place families and individuals in Cambridge, though at times affordable and appropriate housing is secured outside of the City. TH has a close collaborative

relationship with several Cambridge based landlords and has collaborative housing programming with the Cambridge Housing Authority. These landlords are aware of the unique safety requirements victims of DV may require. These landlords are also aware that DV includes financial abuse that can negatively impact credit history. TH staff regularly accompany clients at interviews with prospective landlords.

**1F-4c. DV Survivor Safety.**

**Applicants must describe how project applicant:**

- 1. ensured the safety of DV survivors experiencing homelessness by:**
    - (a) training staff on safety planning;**
    - (b) adjusting intake space to better ensure a private conversation;**
    - (c) conducting separate interviews/intake with each member of a couple;**
    - (d) working with survivors to have them identify what is safe for them as it relates to scattered site units and/or rental assistance;**
    - (e) maintaining bars on windows, fixing lights in the hallways, etc. for congregate living spaces operated by the applicant;**
    - (f) keeping the location confidential for dedicated units and/or congregate living spaces set-aside solely for use by survivors; and**
  - 2. measured its ability to ensure the safety of DV survivors the project served.**
- (limit 2,000 characters)**

1. The project applicant and the subrecipient, Transition House (TH), ensured the safety of DV survivors by prioritizing safety planning at all points throughout the housing process. All TH staff receive intensive training around safety planning, crisis intervention and high-risk assessment, and partner closely with the Cambridge Police Department in times of escalated danger. Survivors of DV entering the system through the CoC's Coordinated Entry system are assessed for service in private intake spaces, and interviews are always conducted individually (not with a partner or spouse present). Maintaining client confidentiality is highly prioritized, and data are entered either into TH's insular data system, or in a deidentified manner into the CoC's HMIS system (when clients enter through the CE system rather than through the State's SAFELINK DV referral system). TH staff worked with clients to create safety plans and housing plans that consider safety zones and places where it would be unsafe to live. All of TH's housing programs (shelter, Transitional Living Program, and PSH projects) keep locations confidential and maintain appropriate safety measures such as lighting and security features at the properties.

2. The primary quantitative measure of success in ensuring the safety of DV survivors served is in the housing outcomes/destinations as reported in the Annual Performance Report. TH has consistently high rates of PH retention or exits to safe, stable destinations.

**1F-4d. Trauma-Informed, Victim-Centered Approaches.**

**Applicants must describe:**

- 1. project applicant's experience in utilizing trauma-informed, victim-centered approaches to meet needs of DV survivors; and**
- 2. how, if funded, the project will utilize trauma-informed, victim-centered**



**approaches to meet needs of DV survivors by:**  
**(a) prioritizing participant choice and rapid placement and stabilization in permanent housing consistent with participants' preferences;**  
**(b) establishing and maintaining an environment of agency and mutual respect, e.g., the project does not use punitive interventions, ensures program participant staff interactions are based on equality and minimize power differentials;**  
**(c) providing program participants access to information on trauma, e.g., training staff on providing program participant with information on trauma;**  
**(d) placing emphasis on the participant's strengths, strength-based coaching, questionnaires and assessment tools include strength-based measures, case plans include assessments of program participants strengths and works towards goals and aspirations;**  
**(e) centering on cultural responsiveness and inclusivity, e.g., training on equal access, cultural competence, nondiscrimination;**  
**(f) delivering opportunities for connection for program participants, e.g., groups, mentorships, peer-to-peer, spiritual needs; and**  
**(g) offering support for parenting, e.g., parenting classes, childcare.**  
**(limit 4,000 characters)**

1. The project applicant and the subrecipient, Transition House (TH), have extensive experience utilizing trauma-informed, victim-centered approaches to meet the needs of DV survivors. Founded in 1976, TH is an innovative organization that develops prevention tools and provides holistic support and a range of housing options for individuals and families surviving DV. TH has experience and qualifications serving victims of DV for over 40 years. All staff receive intensive training around safety planning, crisis intervention, high risk assessment, housing search/support and connecting low income clients to benefits. TH staff receive ongoing clinical supervision and are supported by others working in the agency that have more unique skills (for example several staff have extensive experience in legal matters that are linked to domestic violence and court representation). Community partners like Cambridge Police Dept. assist in times of escalated danger around DV and the Community Legal Services and Counseling Center assists with free representation in Family Court. Two full time clinicians are available to support both adults and children around their trauma. The Mass. Office of Victim Assistance has provided growing funding to TH to support trauma-informed clinical support for both adults and children that experienced DV and a Community Advocate that support clients with court system and housing advocacy.

2. If funded, the project will utilize trauma-informed, victim-centered approaches in all aspects of operations. The TH Housing Search Coordinator (HSC) and Case Manager will work with participants to create a housing plan based on an assessment of strengths and resources, needs, housing barriers, and preferences. All TH staff receive intensive training on trauma-informed care, and all services will be provided in an environment of mutual respect and equality. Two full time clinicians will be available to support both adults and children around their trauma. The project will utilize the Motivational Interviewing method of case management using OARS (Open questions, Affirmations, Reflective listening, and Summarizing) skills and techniques that is successfully used by TH staff in similar programs. This method of client engagement and case management produces positive changes in unproductive habits and harmful and risky behaviors. TH staff are well trained in providing

trauma-informed care that considers the many layers of trauma that those fleeing DV need to overcome. Case management will be client centered and tailored to the person's unique needs, goals and desired outcomes, and grounded in cultural responsiveness and inclusivity. TH is committed to serving underserved and vulnerable communities, including victims of DV that are LGBTQ. The program will offer opportunities for participation in groups and other meaningful opportunities to connect with peers and mentors. Participants will also be helped in accessing parenting support, including accessing appropriate child care, pre-school services, school-based educational and related services, including linkage with a McKinney Liaison, and after school services, along with accessing the clinical services needed to support healthy child development. Using a Housing First Model, all stabilization services will be respectful of client's rights to self-determination.

#### **1F-4e. Meeting Service Needs of DV Survivors.**

**Applicants must describe how the project applicant met services needs and ensured DV survivors experiencing homelessness were assisted to quickly move into permanent housing while addressing their safety needs, including:**

- **Child Custody**
- **Legal Services**
- **Criminal History**
- **Bad Credit History**
- **Education**
- **Job Training**
- **Employment**
- **Physical/Mental Healthcare**
- **Drug and Alcohol Treatment**
- **Childcare**

**(limit 2,000 characters)**

The project applicant and the subrecipient, Transition House (TH), meet the service needs of DV survivors while quickly and safely housing them by utilizing Motivational Interviewing case management methods, prioritizing client self-determination, and offering access to various services throughout the intake, housing search and stabilization phases of project participation. DV survivors served face multiple barriers to obtaining and sustaining housing such as poor or limited credit history and debt management, poor tenancy history, and criminal record history, job instability, loss or limited income, substance abuse, and reduced ability to resolve conflicts. TH works with survivors to create a safe housing and stabilization plan based on an assessment of strengths and resources, needs, housing barriers, and preferences.

TH offers direct support around multiple needs such: adult trauma histories, supporting children impacted by the abuse, previous isolation and lack of life and financial skills, criminal histories, mental health disorders and substance abuse. TH staff assist with court accompaniment (to obtain restraining orders) as well as assist in clearing credit and criminal histories related to the DV that impacts housing suitability. TH refers clients to collaborating community agencies for services such as credit history, debt management, previous

evictions, and CORIs. The case manager screens all participants for enrollment in Medicare and other public benefits programs. Case managers assist in completing enrollment activities and securing services, including substance use treatment, physical and mental healthcare, and access to employment and training services. Case management services for housed participants are adapted to the needs of each household, are respectful of client's rights to self-determination, and participation in services is not a requirement for assistance.

## 2A. Homeless Management Information System (HMIS) Implementation

**Intructions:**

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

Please submit technical questions to the HUD Exchange Ask-A-Question at <https://www.hudexchange.info/program-support/my-question/>

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**Warning! The CoC Application score could be affected if information is incomplete on this formlet.**

**2A-1. HMIS Vendor Identification.** Bitfocus, Inc.

**Applicants must review the HMIS software vendor name brought forward from FY 2018 CoC Application and update the information if there was a change.**

**2A-2. Bed Coverage Rate Using HIC and HMIS Data.**

**Using 2019 HIC and HMIS data, applicants must report by project type:**

Project Type	Total Number of Beds in 2019 HIC	Total Beds Dedicated for DV in 2019 HIC	Total Number of 2019 HIC Beds in HMIS	HMIS Bed Coverage Rate
Emergency Shelter (ES) beds	237	13	224	100.00%
Safe Haven (SH) beds	0	0	0	
Transitional Housing (TH) beds	136	13	98	79.67%
Rapid Re-Housing (RRH) beds	49	0	49	100.00%
Permanent Supportive Housing (PSH) beds	488	18	295	62.77%
Other Permanent Housing (OPH) beds	140	8	41	31.06%

**2A-2a. Partial Credit for Bed Coverage Rates at or Below 84.99 for Any Project Type in Question 2A-2.**

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

**1. steps the CoC will take over the next 12 months to increase the bed coverage rate to at least 85 percent for that project type; and  
2. how the CoC will implement the steps described to increase bed coverage to at least 85 percent.  
(limit 2,000 characters)**

1. TH: 1 non-CoC funded, faith-based project does not currently participate in HMIS. It is a 25 bed substance use recovery program that utilizes a customized data collection system. HMIS staff are presently in proactive conversations with this agency to determine a timeline for training followed by direct data entry into our HMIS implementation, which will bring bed coverage to 100% for TH beds.

2. PSH: Our CoC has 165 VASH beds that are not represented in our HMIS and this significantly impacts the bed coverage rate. Please note that if VASH vouchers are excluded from the calculation, the coverage rate would be 97%. We are engaging with VA and PHA staff to discuss responsibilities related to data collection and data entry, as well as the benefits of HMIS participation with the goal of increasing bed coverage in the next 12 months.

3. OPH: 5 non-CoC funded OPH projects (91 Section 8 Mod. Rehab. SRO beds) are not participating in HMIS. CoC and HMIS Lead staff are actively engaged with the provider agencies and PHA with the goal of bringing these projects into our HMIS implementation in the coming year to achieve 100% bed coverage.

**\*2A-3. Longitudinal System Analysis (LSA) Submission.**

**Applicants must indicate whether the CoC submitted its LSA data to HUD in HDX 2.0.** Yes

**\*2A-4. HIC HDX Submission Date.**

**Applicants must enter the date the CoC submitted the 2019 Housing Inventory Count (HIC) data into the Homelessness Data Exchange (HDX).  
(mm/dd/yyyy)** 04/30/2019

## 2B. Continuum of Care (CoC) Point-in-Time Count

### Instructions:

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

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**Warning! The CoC Application score could be affected if information is incomplete on this formlet.**

**2B-1. PIT Count Date.** 01/30/2019

**Applicants must enter the date the CoC conducted its 2019 PIT count (mm/dd/yyyy).**

**2B-2. PIT Count Data–HDX Submission Date.** 04/30/2019

**Applicants must enter the date the CoC submitted its PIT count data in HDX (mm/dd/yyyy).**

**2B-3. Sheltered PIT Count–Change in Implementation.**

**Applicants must describe:**

**1. any changes in the sheltered count implementation, including methodology or data quality methodology changes from 2018 to 2019, if applicable; and**

**2. how the changes affected the CoC’s sheltered PIT count results; or**  
**3. state “Not Applicable” if there were no changes.**

**(limit 2,000 characters)**

Not Applicable

**\*2B-4. Sheltered PIT Count–Changes Due to Presidentially-declared Disaster.**

**Applicants must select whether the CoC added or removed emergency shelter,** No

**transitional housing, or Safe-Haven inventory because of funding specific to a Presidentially-declared disaster, resulting in a change to the CoC’s 2019 sheltered PIT count.**

**2B-5. Unsheltered PIT Count–Changes in Implementation.**

**Applicants must describe:**

- 1. any changes in the unsheltered count implementation, including methodology or data quality methodology changes from 2018 to 2019, if applicable; and**
  - 2. how the changes affected the CoC’s unsheltered PIT count results; or**
  - 3. state “Not Applicable” if there were no changes.**
- (limit 2,000 characters)**

Not Applicable

**\*2B-6. PIT Count–Identifying Youth Experiencing Homelessness.**

**Applicants must:**

**Indicate whether the CoC implemented specific measures to identify youth experiencing homelessness in their 2019 PIT count.** Yes

**2B-6a. PIT Count–Involving Youth in Implementation.**

**Applicants must describe how the CoC engaged stakeholders serving youth experiencing homelessness to:**

- 1. plan the 2019 PIT count;**
  - 2. select locations where youth experiencing homelessness are most likely to be identified; and**
  - 3. involve youth in counting during the 2019 PIT count.**
- (limit 2,000 characters)**

1. The CoC engages stakeholders serving youth experiencing homelessness through regular meetings and communications throughout the year to inform year-round street outreach efforts, to plan the annual PIT count, and to plan and implement the State's annual count of unaccompanied youth (separate from the annual HUD PIT count). These meetings and communications throughout the year, and lessons learned from the State count of unaccompanied youth, informed the methodology and approach used in the 2019 count.

2. Providers serving youth experiencing homelessness provide critical information to the CoC about locations where youth experiencing homelessness are staying and utilizing services, and directly inform the planning for the PIT count. The information resulted in focused coverage of specific geographic locations where youth were most recently reported to camp outdoors, as well as the known service locations of drop-in centers and night-by-night shelters.

3. Planning for the 2019 PIT count included current and formerly homeless youth via feedback provided through the State count and survey of unaccompanied youth (primarily implemented by youth ambassadors), and through location information gathered through providers, but no youth directly participated in counting efforts in the 2019 HUD PIT count.

**2B-7. PIT Count–Improvements to Implementation.**

**Applicants must describe the CoC’s actions implemented in its 2019 PIT count to better count:**

- 1. individuals and families experiencing chronic homelessness;**
- 2. families with children experiencing homelessness; and**
- 3. Veterans experiencing homelessness.**

**(limit 2,000 characters)**

Multiple meetings in the months leading up to the count, along with correspondence with the CoC's Veterans Working Group, and the CoC's Board (including representatives serving homeless families with children and CH households), outreach staff (including youth-specific outreach workers), and family shelter staff helped to identify locations to include in the service-based portion of the unsheltered count to maximize the CoC's ability to reach and survey each population (CH individuals and families, families with children, and veterans). To improve the accuracy of counts for households experiencing chronic homelessness, families with children, and Veterans, the CoC cross referenced data collected on the night of and post-PIT (surveys) with HMIS. This provided increased accuracy of data collected, including disabling condition information, household-make up and veteran status. On the night of the unsheltered PIT count, each team included at least one street outreach professional with extensive knowledge of the locations in the geography where individuals experiencing chronic homelessness and Veterans could be found. Additionally, all family shelters, including DV shelters, were trained and engaged in the sheltered PIT reporting instructions to ensure all households with children were counted on the PIT night.



## 3A. Continuum of Care (CoC) System Performance

### Instructions

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### \*3A-1. First Time Homeless as Reported in HDX.

#### Applicants must:

Report the Number of First Time Homeless as Reported in HDX.
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32
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### 3A-1a. First Time Homeless Risk Factors.

#### Applicants must:

1. describe the process the CoC developed to identify risk factors the CoC uses to identify persons becoming homeless for the first time;
2. describe the CoC's strategy to address individuals and families at risk of becoming homeless; and
3. provide the name of the organization or position title that is responsible for overseeing the CoC's strategy to reduce the number of individuals and families experiencing homelessness for the first time. (limit 2,000 characters)

1. The CoC uses data collected from its two homelessness prevention programs and its general support program (all operated out of the Multiservice Center for the Homeless (MSC)) to identify risk factors for first-time homelessness. Households at risk of homelessness are identified by presenting as at risk at a Coordinated Entry access point, at walk-in hours at the MSC, at eviction sessions at Cambridge District Court and Eastern Housing Court, and through landlord/property manager referral. Services are advertised throughout the CoC at places likely to be frequented by households at risk of homelessness.

2. The CoC’s strategy to address households at risk of homelessness is through intervention in eviction proceedings for non-payment of rent and lease violations-including hoarding and quiet enjoyment violations-as well as with households experiencing problems that threaten tenancy (sanitary, rent increases, etc.) that are not yet at the eviction stage. Households in these situations may be offered clinical or traditional case management, diversion, mediation services, legal services, financial assistance, and/or rental assistance to prevent homelessness. Additionally, households facing significant rent increases in unsubsidized rental housing (a substantial risk factor for first time homelessness) can apply for an emergency Housing Choice Voucher through the Cambridge Housing Authority that allows the household to remain in their housing unit. The CoC prioritizes households seeking emergency HCVs due to rent increase for funds to clear rental arrears, case management to assist with the HCV application, and mediation and/or legal services to work with landlords to address concerns about working with a PHA.

3. The CoC-through the ESG and CoC Planners in consultation with the CoC Board-is responsible for development of strategies to combat first time homelessness, the Director of the MSC is responsible for overseeing the implementation of these strategies.

**\*3A-2. Length of Time Homeless as Reported in HDX.**

**Applicants must:**

Report Average Length of Time Individuals and Persons in Families Remained Homeless as Reported in HDX.	84
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**3A-2a. Strategy to Reduce Length of Time Homeless.**

**Applicants must:**

- 1. describe the CoC’s strategy to reduce the length of time individuals and persons in families remain homeless;**
  - 2. describe how the 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 the CoC’s strategy to reduce the length of time individuals and families remain homeless.**
- (limit 2,000 characters)**

1. The CoC’s strategy to reduce the length-of-time (LOT) individuals and persons in families remain homeless is to prioritize chronically homeless persons with the longest LOT homeless for housing placement. The number of PH vacancies each year is not high enough to meet the demand of clients prioritized for PH, and long waitlists for PH increase the LOT clients spend in homelessness. The CoC works to address this by continuing to seek non-CoC funded PH resources to include in the Coordinated Entry (CE) system to increase the inventory of units available for persons exiting homelessness, and by working to increase Housing Search resources in the CoC. The CoC has increasingly focused on housing search as a measure to reduce LOT. Through a reevaluation of its ESG RRH funding, the CoC was able to create a full time position dedicated to housing search. CoC staff worked with the Cambridge

Housing Authority to secure new Section 811 Mainstream vouchers, a portion of which will be dedicated for persons experiencing homelessness. The CoC anticipates that this increase in inventory will help to reduce the average LOT households remain homeless. The CoC is working with the Cambridge Housing Authority on utilizing the CE system to fill vacancies for the housing authority's SRO inventory, which will further increase inventory of PH available through the CE system.

2. The Coordinated Entry (CE) system identifies and prioritizes households with longest LOT for housing placement, by prioritizing clients who are Chronically Homeless for Permanent Housing and Housing Navigation resources.

3. The CoC's Board of Directors and the City of Cambridge - in its role as the Collaborative Applicant and ESG recipient - are responsible for development of strategies to reduce LOT households remain homeless, and the City's CoC Planner is responsible for overseeing the implementation of these strategies.

**\*3A-3. Successful Permanent Housing Placement and Retention as Reported in HDX.**

**Applicants must:**

	Percentage
1. Report the percentage of individuals and persons in families in emergency shelter, safe havens, transitional housing, and rapid rehousing that exit to permanent housing destinations as reported in HDX.	12%
2. Report the percentage of individuals and persons in families in permanent housing projects, other than rapid rehousing, that retain their permanent housing or exit to permanent housing destinations as reported in HDX.	98%

**3A-3a. Exits to Permanent Housing Destinations/Retention of Permanent Housing.**

**Applicants must:**

1. describe the CoC's strategy to increase the rate at which individuals and persons in families in emergency shelter, safe havens, transitional housing and rapid rehousing exit to permanent housing destinations;
2. provide the organization name or position title responsible for overseeing the CoC's strategy to increase the rate at which individuals and persons in families in emergency shelter, safe havens, transitional housing and rapid rehousing exit to permanent housing destinations;
3. describe the CoC's strategy to increase the rate at which individuals and persons in families in permanent housing projects, other than rapid rehousing, retain their permanent housing or exit to permanent housing destinations; and
4. provide the organization name or position title responsible for overseeing the CoC's strategy to increase the rate at which individuals and persons in families in permanent housing projects, other than rapid rehousing, retain their permanent housing or exit to permanent housing destinations.

**(limit 2,000 characters)**

1. The CoC's strategy to increase the rate at which households in emergency

shelter, safe havens, transitional housing and rapid rehousing exit to permanent destinations includes supporting providers in accessing services for clients (financial assistance for start up costs, housing search, assistance accessing mainstream benefits & document readiness (IDs, birth certificates)); offering Housing First training to CoC providers; implementing regular CoC-wide case conferencing meetings; and improving resources, communication and standardization related to document collection needed to access housing (identification, homeless and chronically homeless verification).

2. The CoC's Board of Directors and the City of Cambridge - in its role as the Collaborative Applicant and ESG recipient - are responsible for development of strategies to increase the rate of exits from homelessness into PH, and the City's CoC Planner is responsible for overseeing the implementation of these strategies.

3. The strategy to increase the rate at which households retain permanent housing includes supporting PH providers in offering tenancy supports including on-site case management to ensure clients obtain and retain income and benefits, access treatment if desired, and develop good tenancy practices. Additionally, in Fall of 2017 the CoC offered free training to providers on supportive housing case management (including mitigating issues with landlords), Motivational Interviewing, and Housing First practices. The CoC's strategy also includes accessing funds available to supplement supportive service staffing through Medicaid (Community Supports for Persons Experiencing Chronic Homelessness -CSPECH). In FY18, the CoC had a 98% PH retention rate.

4. The CoC's Board of Directors and the City of Cambridge are responsible for development of strategies to increase the rate of PH retention, and the City's CoC Planner is responsible for overseeing the implementation of these strategies.

**\*3A-4. Returns to Homelessness as Reported in HDX.**

**Applicants must:**

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

**3A-4a. Returns to Homelessness–CoC Strategy to Reduce Rate.**

**Applicants must:**

1. describe the strategy the CoC has implemented to identify individuals and persons in families who return to homelessness;
2. describe the CoC's strategy to reduce the rate of additional returns to homelessness; and
3. provide the name of the organization or position title that is responsible for overseeing the CoC's strategy to reduce the rate

**individuals and persons in families return to homelessness.  
(limit 2,000 characters)**

1. The CoC identifies individuals and persons in families who return to homelessness by monitoring HMIS data elements (Prior Residence, Exit Destination) collected by CoC and ESG projects and by the CoC's Coordinated Entry (CE) system.
2. The CoC's strategy to reduce returns to homelessness is utilization of the CoC's prevention services funded by ESG, CDBG and City dollars. The CoC works to reduce returns to homelessness by supporting effective case management and stabilization services through training and technical assistance, with a specific focus on Motivational Interviewing, tenancy skill development, money management, assistance obtaining benefits, and effective referrals to clinical, medical and employment services. Cross-agency collaboration via bi-weekly case conferencing, convened by CE staff, is utilized to strategize supports needed and to connect clients newly housed through CE to above mentioned supports in order to retain housing.
3. The CoC's Board of Directors and the City of Cambridge - in its role as the Collaborative Applicant and ESG recipient - are responsible for development of strategies to reduce the rate of returns to homelessness, and the City's CoC Planner is responsible for overseeing the implementation of these strategies.

**\*3A-5. Cash Income Changes as Reported in HDX.**

**Applicants must:**

	Percentage
1. Report the percentage of individuals and persons in families in CoC Program-funded Safe Haven, transitional housing, rapid rehousing, and permanent supportive housing projects that increased their employment income from entry to exit as reported in HDX.	0%
2. Report the percentage of individuals and persons in families in CoC Program-funded Safe Haven, transitional housing, rapid rehousing, and permanent supportive housing projects that increased their non-employment cash income from entry to exit as reported in HDX.	27%

**3A-5a. Increasing Employment Income.**

**Applicants must:**

1. describe the CoC's strategy to increase employment income;
  2. describe the CoC's strategy to increase access to employment;
  3. describe how the CoC works with mainstream employment organizations to help individuals and families increase their cash income; and
  4. provide the organization name or position title that is responsible for overseeing the CoC's strategy to increase jobs and income from employment.
- (limit 2,000 characters)**

1. The CoC implements the following strategies to increase clients' access to employment income: providing training and resources to CoC providers about the array of projects and programs that can assist with increasing income for

clients; regularly disseminating information such as resource guides and career fair announcements.

2. To increase access to employment, CoC providers collaborate with the Cambridge Employment Program (local Office of Workforce Development), Career Source (the local One-Stop Center), and local jobs programs to provide employment assistance, job search, and training to clients in CoC-funded projects.

3. The CoC, through its newsletter, and various meetings, disseminates information about local and regional employment resources, career fairs, and job training programs. Additionally, CoC providers collaborate with the Cambridge Employment Program (local Office of Workforce Development), Career Source (the local One-Stop Center), and local jobs programs to provide employment assistance, job search, and training to clients in CoC-funded projects.

4. The CoC's Board of Directors and the City of Cambridge - in its role as the Collaborative Applicant and ESG recipient - are responsible for development of strategies to increase income from employment, and the City's CoC Planner is responsible for overseeing the implementation of these strategies.

### **3A-5b. Increasing Non-employment Cash Income.**

**Applicants must:**

- 1. describe the CoC's strategy to increase non-employment cash income;**
- 2. describe the CoC's strategy to increase access to non-employment cash sources;**
- 3. provide the organization name or position title that is responsible for overseeing the CoC's strategy to increase non-employment cash income.**

1. The CoC implements the following strategies to increase client's access to non-employment cash income: offering training on applying for SSI/SSDI; and providing opportunities to connect with representatives from employment & benefits agencies at CoC meetings. Additionally, several CoC-funded projects have staff who have completed SOAR training to assist clients in accessing benefits.

2. CoC providers collaborate with the Massachusetts Rehabilitation Commission (vocational rehab & SSI/SSDI eligibility) and the Massachusetts Department of Transitional Assistance (TAFDC, EAEDC, SNAP) to increase access to cash assistance and benefits.

3. The CoC's Board of Directors and the City of Cambridge - in its role as the Collaborative Applicant and ESG recipient - are responsible for development of strategies to increase non-employment cash income, and the City's CoC Planner is responsible for overseeing the implementation of these strategies.

### **3A-5c. Increasing Employment. Attachment Required.**

**Applicants must describe how the CoC:**

- 1. promoted partnerships and access to employment opportunities with**

**private employers and private employment organizations, such as holding job fairs, outreach to employers, and partnering with staffing agencies; and**

**2. is working with public and private organizations to provide meaningful, education and training, on-the-job training, internship, and employment opportunities for residents of permanent supportive housing that further their recovery and well-being.  
 (limit 2,000 characters)**

1. The CoC promotes access to employment opportunities with private employers primarily through partnership with the City of Cambridge's Office of Workforce Development (OWD). OWD organizes and hosts job fairs focused on private employment opportunities throughout the year, which are promoted by the CoC through newsletters, email listserv announcements, paper flyers in programs and service sites, and in-person announcements at various meetings and working groups of the CoC. Additionally, OWD provides informational presentations to the CoC's Homeless Services Planning Committee to encourage referrals from homeless providers for OWD's job training and employment readiness programs.

2. The CoC works closely with public organizations (Cambridge Department of Human Service Programs) to provide meaningful opportunities for education, training, and employment opportunities for PSH residents primarily by promoting information about how to access various programs and training classes available through the Office of Workforce Development and the Community Learning Center, which is an adult education and training organization. Additionally, the CoC promotes opportunities available through private organizations, such as the newly formed MIT Job Connector program, which was created by MIT in 2019 to help connect Cambridge residents to employment programs and opportunities in the Innovation Economy.

**3A-5d. Promoting Employment, Volunteerism, and Community Service.**

**Applicants must select all the steps the CoC has taken to promote employment, volunteerism and community service among people experiencing homelessness in the CoC's geographic area:**

1. The CoC trains provider organization staff on connecting program participants and people experiencing homelessness with education and job training opportunities.	<input type="checkbox"/>
2. The CoC trains provider organization staff on facilitating informal employment opportunities for program participants and people experiencing homelessness (e.g., babysitting, housekeeping, food delivery).	<input type="checkbox"/>
3. The CoC trains provider organization staff on connecting program participants with formal employment opportunities.	<input type="checkbox"/>
4. The CoC trains provider organization staff on volunteer opportunities for program participants and people experiencing homelessness.	<input type="checkbox"/>
5. The CoC works with organizations to create volunteer opportunities for program participants.	<input type="checkbox"/>
6. The CoC works with community organizations to create opportunities for civic participation for people experiencing homelessness (e.g., townhall forums, meeting with public officials).	<input type="checkbox"/>
7. Provider organizations within the CoC have incentives for employment.	<input type="checkbox"/>
8. The CoC trains provider organization staff on helping program participants budget and maximize their income to maintain stability in permanent housing.	<input type="checkbox"/>

**3A-6. System Performance Measures Data–HDX Submission Date** 05/31/2019

**Applicants must enter the date the CoCs submitted its FY 2018 System Performance Measures data in HDX. (mm/dd/yyyy)**



## 3B. Continuum of Care (CoC) Performance and Strategic Planning Objectives

### Instructions

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

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The FY 2019 CoC Program Competition Notice of Funding Availability at:

<https://www.hudexchange.info/programs/e-snaps/fy-2019-coc-program-nofa-coc-program-competition/#nofa-and-notice>

**Warning! The CoC Application score could be affected if information is incomplete on this formlet.**

### 3B-1. Prioritizing Households with Children.

**Applicants must check each factor the CoC currently uses to prioritize households with children for assistance during FY 2019.**

1. History of or Vulnerability to Victimization (e.g. domestic violence, sexual assault, childhood abuse)	<input checked="" type="checkbox"/>
2. Number of previous homeless episodes	<input checked="" type="checkbox"/>
3. Unsheltered homelessness	<input checked="" type="checkbox"/>
4. Criminal History	<input checked="" type="checkbox"/>
5. Bad credit or rental history	<input checked="" type="checkbox"/>
6. Head of Household with Mental/Physical Disability	<input checked="" type="checkbox"/>

### 3B-1a. Rapid Rehousing of Families with Children.

**Applicants must:**

**1. describe how the CoC currently rehouses every household of families with children within 30 days of becoming homeless that addresses both housing and service needs;**

**2. describe how the CoC addresses both housing and service needs to ensure families with children successfully maintain their housing once**

**assistance ends; and**  
**3. provide the organization name or position title responsible for overseeing the CoC’s strategy to rapidly rehouse families with children within 30 days of them becoming homeless. (limit 2,000 characters)**

1. The CoC's primary strategy for rapidly rehousing families is to quickly identify and refer families to the State’s Emergency Assistance system. The State manages the family shelter system and provides up to \$8000 in RRH for eligible families. For State FY18, 23% of the families who entered the State's system were diverted at entry with RRH, and 58% of families exited shelter using RRH assistance. This strategy connects eligible families to RRH assistance, including rental assistance and supportive services, that exceeds the resources available locally. Families ineligible for State services are assessed and prioritized for ESG and CoC RRH assistance.

2. The CoC addresses the housing and service needs of families to assist them in successfully maintaining housing after RRH assistance ends by: working to establish strong tenancy skills during the period of assistance, connecting clients with all available mainstream benefits and ongoing tenancy supports, and developing stabilization plans to assist clients in maintaining housing permanently. The City’s Multi-Service Center for the Homeless (MSC) offers general support and case management services that may be accessed by households after RRH assistance ends, and provides regular tenancy support services such as mediation, homelessness prevention, and legal services.

3. The CoC's Board of Directors and the City of Cambridge - in its role as the Collaborative Applicant and ESG recipient - are responsible for development of strategies to rapidly rehouse families with children, and the Director of the MSC is responsible for overseeing the implementation of these strategies.

**3B-1b. Antidiscrimination Policies.**

**Applicants must check all that apply that describe actions the CoC is taking to ensure providers (including emergency shelter, transitional housing, and permanent housing (PSH and RRH)) within the CoC adhere to antidiscrimination policies by not denying admission to or separating any family members from other members of their family or caregivers based on any protected classes under the Fair Housing Act, and consistent with 24 CFR 5.105(a)(2) – Equal Access to HUD-Assisted or - Insured Housing.**

1. CoC conducts mandatory training for all CoC- and ESG-funded housing and services providers on these topics.	<input type="checkbox"/>
2. CoC conducts optional training for all CoC- and ESG-funded housing and service providers on these topics.	<input checked="" type="checkbox"/>
3. CoC has worked with ESG recipient(s) to adopt uniform anti-discrimination policies for all subrecipients.	<input checked="" type="checkbox"/>
4. CoC has worked with ESG recipient(s) to identify both CoC- and ESG-funded facilities within the CoC geographic area that might be out of compliance and has taken steps to work directly with those facilities to come into compliance.	<input checked="" type="checkbox"/>

**3B-1c. Unaccompanied Youth Experiencing Homelessness–Addressing Needs.**

**Applicants must indicate whether the CoC’s strategy to address the unique needs of unaccompanied youth experiencing homelessness who are 24 years of age and younger includes the following:**

1. Unsheltered homelessness	Yes
2. Human trafficking and other forms of exploitation	Yes
3. LGBT youth homelessness	Yes
4. Exits from foster care into homelessness	Yes
5. Family reunification and community engagement	No
6. Positive Youth Development, Trauma Informed Care, and the use of Risk and Protective Factors in assessing youth housing and service needs	Yes

**3B-1c.1. Unaccompanied Youth Experiencing Homelessness–Prioritization Based on Needs.**

**Applicants must check all that apply that describes the CoC’s current strategy to prioritize unaccompanied youth based on their needs.**

1. History of, or Vulnerability to, Victimization (e.g., domestic violence, sexual assault, childhood abuse)	<input checked="" type="checkbox"/>
2. Number of Previous Homeless Episodes	<input checked="" type="checkbox"/>
3. Unsheltered Homelessness	<input checked="" type="checkbox"/>
4. Criminal History	<input checked="" type="checkbox"/>
5. Bad Credit or Rental History	<input checked="" type="checkbox"/>

**3B-1d. Youth Experiencing Homelessness–Housing and Services Strategies.**

**Applicants must describe how the CoC increased availability of housing and services for:**

**1. all youth experiencing homelessness, including creating new youth-focused projects or modifying current projects to be more youth-specific or youth-inclusive; and**

**2. youth experiencing unsheltered homelessness including creating new youth-focused projects or modifying current projects to be more youth-specific or youth-inclusive.**

**(limit 3,000 characters)**

1. The CoC’s strategy to increase housing and services available to all youth experiencing homelessness includes allocation of CoC, ESG, CDBG and local City funds to projects serving youth experiencing or at risk of homelessness;

participation in local, regional and national conferences and committees to learn about best practices in addressing youth homelessness; advocating for increased City and State funding to support youth-serving projects; supporting the development and ongoing operations of a youth shelter; supporting development of youth advocates by supporting attendance at national conferences; participating in the State's annual count of unaccompanied homeless youth; and by ensuring currently and/or formerly homeless youth are members of CoC planning and leadership bodies. In FY 2018, the CoC applied for, and was awarded, funding for a new youth rapid rehousing project.

2. The CoC's strategy to increase housing and services for youth experiencing unsheltered homelessness includes all the strategies listed above plus: securing \$75,000 in City funds to support ongoing operation of Youth on Fire, a daytime drop-in center primarily serving unsheltered youth in Harvard Square; dedicated ESG funded youth street outreach through Bridge Over Troubled Waters; and inclusion of youth-serving organizations in the City's Multi-Disciplinary Outreach Team (MDOT), which conducts regular street outreach to unsheltered youth in Cambridge and collaborates with neighboring CoCs serving the unsheltered youth population that regularly crosses CoC borders. Additionally, a representative of a local youth shelter sits on the CoC Board, helping to inform progress towards making projects more youth inclusive.

**3B-1d.1. Youth Experiencing Homelessness—Measuring Effectiveness of Housing and Services Strategies.**

**Applicants must:**

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

1. The impact of the strategies listed above include: addition of 27 youth shelter beds in the CoC as shown by the increase in youth-dedicated shelter beds from 0 to 27 between 2015 and 2018; the medical outreach van that provides services to unsheltered youth served 53 clients between July 2017 and June 2018; Youth on Fire, the drop-in center that received \$75,000 in City funding in the last year, served 133 youth in the past 12 months; and Youth Count data helped secure \$3.3 million for Unaccompanied Youth Services in the State's FY2019 budget. PIT and AHAR data do not demonstrate reductions in youth homelessness as a result of the CoC's efforts; however, increases observed in the number of sheltered youth and consistently high utilization of youth shelter beds demonstrates the demand for trauma-informed, inclusive and affirmative shelter resources for youth.

2. The CoC uses data from the PIT, HIC, APRs, CAPER reports, State Youth Count reports, and budget information to measure the success of the strategies described in Q3B-1d.

3. The CoC believes these measures are imperfect but appropriate for tracking

progress in our ongoing efforts to increase housing and services for youth experiencing homeless because they utilize readily available data from HMIS and other reliable sources.

**3B-1e. Collaboration–Education Services.**

**Applicants must describe:**

- 1. the formal partnerships with:**
  - a. youth education providers;**
  - b. McKinney-Vento LEA or SEA; and**
  - c. school districts; and**
  
- 2. how the CoC collaborates with:**
  - a. youth education providers;**
  - b. McKinney-Vento Local LEA or SEA; and**
  - c. school districts.**

**(limit 2,000 characters)**

1. The formal partnership between the CoC and the LEA & McKinney Liaisons is through membership on the Homeless Education Providers Committee (HEPC) convened by the Cambridge Public School Department (LEA) to better serve children experiencing homelessness. The McKinney Liaison as well as staff from CoC providers and the director of the CoC's Multiservice Center for the Homeless participate on the committee. The HEPC meets quarterly to improve identification of eligible children and provision of educational and homeless services.
  
2. The CoC collaborates with youth education providers, including the LEA, McKinney Liaisons, school district staff, librarians, and Youth Centers staff, through attendance at CoC and community meetings, communication related to service provision, and participation in data collection (PIT and MA Youth Count).

**3B-1e.1. Informing Individuals and Families Experiencing Homeless about Education Services Eligibility.**

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

The CoC and ESG Written Standards include policies requiring all providers to inform individuals and families of their rights and eligibility for educational services. All CoC and ESG projects serving households with children must have a staff person designated as the educational liaison that will ensure children are enrolled in school and connected with appropriate services in the community, including early childhood programs such as Head Start, Part C of the Individuals with Disabilities Education Act, and McKinney Vento Title I education services. Additionally, Cambridge Public Schools maintains a resource guide and "Know Your Child's Rights" pamphlet for families experiencing homelessness on the department's website that includes general information, FAQs, and contact information for Homeless Service Coordinators and the Homeless Liaison.

These resources are linked on the CoC’s website and Resource Guide.

**3B-1e.2. Written/Formal Agreements or Partnerships with Early Childhood Services Providers.**

**Applicant must indicate whether the CoC has an MOU/MOA or other types of agreements with listed providers of early childhood services and supports and may add other providers not listed.**

	MOU/MOA	Other Formal Agreement
Early Childhood Providers	No	Yes
Head Start	No	Yes
Early Head Start	No	No
Child Care and Development Fund	No	No
Federal Home Visiting Program	No	No
Healthy Start	No	No
Public Pre-K	No	No
Birth to 3 years	No	Yes
Tribal Home Visting Program	No	No
Other: (limit 50 characters)		

**3B-2. Active List of Veterans Experiencing Homelessness.**

**Applicant must indicate whether the CoC uses an active list or by-name list to identify all veterans experiencing homelessness in the CoC.** Yes

**3B-2a. VA Coordination–Ending Veterans Homelessness.**

**Applicants must indicate whether the CoC is actively working with the U.S. Department of Veterans Affairs (VA) and VA-funded programs to achieve the benchmarks and criteria for ending veteran homelessness.** Yes

**3B-2b. Housing First for Veterans.**

**Applicants must indicate whether the CoC has sufficient resources to ensure each veteran experiencing homelessness is assisted to quickly move into permanent housing using a Housing First approach.** No

**3B-3. Racial Disparity Assessment. Attachment Required.**

**Applicants must:**

**1. select all that apply to indicate the findings from the CoC's Racial Disparity Assessment; or  
 2. select 7 if the CoC did not conduct a Racial Disparity Assessment.**

1. People of different races or ethnicities are more likely to receive homeless assistance.	<input checked="" type="checkbox"/>
2. People of different races or ethnicities are less likely to receive homeless assistance.	<input type="checkbox"/>
3. People of different races or ethnicities are more likely to receive a positive outcome from homeless assistance.	<input type="checkbox"/>
4. People of different races or ethnicities are less likely to receive a positive outcome from homeless assistance.	<input type="checkbox"/>
5. There are no racial or ethnic disparities in the provision or outcome of homeless assistance.	<input type="checkbox"/>
6. The results are inconclusive for racial or ethnic disparities in the provision or outcome of homeless assistance.	<input checked="" type="checkbox"/>
7. The CoC did not conduct a racial disparity assessment.	<input type="checkbox"/>

**3B-3a. Addressing Racial Disparities.**

**Applicants must select all that apply to indicate the CoC's strategy to address any racial disparities identified in its Racial Disparities Assessment:**

1. The CoC is ensuring that staff at the project level are representative of the persons accessing homeless services in the CoC.	<input type="checkbox"/>
2. The CoC has identified the cause(s) of racial disparities in their homeless system.	<input type="checkbox"/>
3. The CoC has identified strategies to reduce disparities in their homeless system.	<input checked="" type="checkbox"/>
4. The CoC has implemented strategies to reduce disparities in their homeless system.	<input checked="" type="checkbox"/>
5. The CoC has identified resources available to reduce disparities in their homeless system.	<input checked="" type="checkbox"/>
6: The CoC did not conduct a racial disparity assessment.	<input type="checkbox"/>

## 4A. Continuum of Care (CoC) Accessing Mainstream Benefits and Additional Policies

**Instructions:**

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### 4A-1. Healthcare—Enrollment/Effective Utilization

**Applicants must indicate, for each type of healthcare listed below, whether the CoC assists persons experiencing homelessness with enrolling in health insurance and effectively utilizing Medicaid and other benefits.**

Type of Health Care	Assist with Enrollment	Assist with Utilization of Benefits?
Public Health Care Benefits (State or Federal benefits, Medicaid, Indian Health Services)	Yes	Yes
Private Insurers:	Yes	Yes
Non-Profit, Philanthropic:	No	Yes
Other: (limit 50 characters)		
Massachusetts HIV Drug Assistance Program	Yes	Yes

#### 4A-1a. Mainstream Benefits.

**Applicants must:**

- 1. describe how the CoC systematically keeps program staff up to date regarding mainstream resources available for program participants (e.g., Food Stamps, SSI, TANF, substance abuse programs) within the geographic area;**
- 2. describe how the CoC disseminates the availability of mainstream resources and other assistance information to projects and how often;**
- 3. describe how the CoC works with projects to collaborate with healthcare organizations to assist program participants with enrolling in**



**health insurance;**  
**4. describe how the CoC provides assistance with the effective utilization of Medicaid and other benefits; and**  
**5. provide the name of the organization or position title that is responsible for overseeing the CoC’s strategy for mainstream benefits.**  
**(limit 2,000 characters)**

1. The CoC systematically keeps program staff up-to-date on mainstream resources available to persons experiencing homelessness through regular updates to the CoC’s comprehensive web-based Resource Guide for Persons Experiencing Homelessness; regular communication about available resources, updates and trainings disseminated through the CoC’s newsletter; staff participation in regular regional meetings related to public benefits; and periodic trainings provided by the State’s Disability Determination Service (for SSI/SSDI).

2. The CoC disseminates information about the availability of mainstream resources and other assistance through its CoC newsletter and website, by convening monthly, bi-monthly, and quarterly meetings with homeless service providers, and by keeping an open-door policy for in-person and by-phone meetings with all CoC funded project recipients.

3. The CoC relies on MA’s MassHealth system, which provides broad coverage to all MA residents. The CoC coordinates with MassHealth to facilitate ongoing health insurance enrollment for clients through the MA Health Connector - all CoC and ESG funded projects are required to ensure that clients are enrolled for health insurance.

4. The CoC is located in MA, which is a Medicaid expansion state. Several CoC-funded PSH providers utilize the Community Support for People Experiencing Chronic Homelessness (CSPECH) program, which provides Community Support Services Medicaid reimbursement (through the C. 1115 Waiver) for chronically homeless individuals placed in permanent housing. This innovative program reduces supportive service costs for projects serving CH individuals, and helps vulnerable clients maintain tenancies.

5. The CoC’s Board of Directors and the City of Cambridge - in its role as the Collaborative Applicant and ESG recipient - are responsible for development of strategies for mainstream benefits, and the CoC Planner is responsible for overseeing implementation of the strategies.

**4A-2. Lowering Barriers to Entry Data:**

**Applicants must report:**

1. Total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC has ranked in its CoC Priority Listing in FY 2019 CoC Program Competition.	22
2. Total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC has ranked in its CoC Priority Listing in FY 2019 CoC Program Competition that reported that they are lowering barriers to entry and prioritizing rapid placement and stabilization to permanent housing.	22
Percentage of new and renewal PSH, RRH, Safe-Haven, SSO non-Coordinated Entry projects the CoC has ranked in its CoC Priority Listing in the FY 2019 CoC Program Competition that reported that they are lowering barriers to entry and prioritizing rapid placement and stabilization to permanent housing.	100%

#### **4A-3. Street Outreach.**

**Applicants must:**

- 1. describe the CoC’s street outreach efforts, including the methods it uses to ensure all persons experiencing unsheltered homelessness are identified and engaged;**
- 2. state whether the CoC’s Street Outreach covers 100 percent of the CoC’s geographic area;**
- 3. describe how often the CoC conducts street outreach; and**
- 4. describe how the CoC tailored its street outreach to persons experiencing homelessness who are least likely to request assistance. (limit 2,000 characters)**

1. The CoC’s street outreach efforts include multiple dedicated outreach teams and programs that work collaboratively to ensure that all unsheltered persons are identified, engaged with the CoC’s Coordinated Entry system, and connected to needed services. Street outreach targeting unsheltered persons is provided primarily by CASPAR’s First Step Street Outreach project and the City’s Multi-Disciplinary Outreach Team (MDOT), which includes staff from Healthcare for the Homeless, Professional EMS, Cambridge Police Dept Homeless Outreach Unit, MA Department of Mental Health, PATH Team, recovery coaches, Veterans services, MH crisis intervention staff and other providers. These projects provide dedicated street outreach focused on identifying and engaging with unsheltered persons, assessing need for services, encouraging acceptance of services, and assisting in accessing mainstream benefits and supportive services. Other agencies in the CoC offer street outreach services, including student-run shelters, the local needle exchange program, youth drop-in center, and faith-based organizations.

2. Street outreach teams cover the CoC’s entire 6 square mile geography, and regularly visit less visible encampments in wooded areas, along the river and train tracks to ensure all unsheltered persons are identified and engaged.

3. The CoC conducts street outreach 7 days/week year-round, publicizes a phone number for the public to call if they encounter a person in need of assistance, and MDOT meets weekly to engage in cross-agency case conferencing.

4. The CoC has tailored street outreach to persons unlikely to request assistance by persistent, frequent visits and by offering essential items -food, water, toiletries, socks, underwear, transportation assistance, “pocket guides” to available services including meals, showers, health clinics, shelters, etc. - in an effort to develop rapport with persons reluctant to access services and to ensure basic needs are met.

#### **4A-4. RRH Beds as Reported in HIC.**

**Applicants must report the total number of rapid rehousing beds available to serve all household types as reported in the Housing Inventory Count (HIC) for 2018 and 2019.**

	2018	2019	Difference
RRH beds available to serve all populations in the HIC	25	49	24

**4A-5. Rehabilitation/Construction Costs–New Projects.** No

**Applicants must indicate whether any new project application the CoC ranked and submitted in its CoC Priority Listing in the FY 2019 CoC Program Competition is requesting \$200,000 or more in funding for housing rehabilitation or new construction.**

**4A-6. Projects Serving Homeless under Other Federal Statutes.** No

**Applicants must indicate whether the CoC is requesting to designate one or more of its SSO or TH projects to serve families with children or youth defined as homeless under other federal statutes.**

## 4B. Attachments

**Instructions:**

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

Document Type	Required?	Document Description	Date Attached
_ FY 2019 CoC Competition Report (HDX Report)	Yes	A1_HDX_Competitio...	09/24/2019
1C-4.PHA Administration Plan–Moving On Multifamily Assisted Housing Owners’ Preference.	No		
1C-4. PHA Administrative Plan Homeless Preference.	No	PHA Admin Plan_Ho...	09/24/2019
1C-7. Centralized or Coordinated Assessment System.	Yes	CCAN_Assessment_H...	09/24/2019
1E-1.Public Posting–15-Day Notification Outside e-snaps–Projects Accepted.	Yes	15 Day Notice Pro...	09/24/2019
1E-1. Public Posting–15-Day Notification Outside e-snaps–Projects Rejected or Reduced.	Yes	1E-1. Projects Re...	09/27/2019
1E-1.Public Posting–30-Day Local Competition Deadline.	Yes	30 Day Local Comp...	09/24/2019
1E-1. Public Posting–Local Competition Announcement.	Yes	Public Posting_Lo...	09/24/2019
1E-4.Public Posting–CoC-Approved Consolidated Application	Yes	PublicPosting_CA_...	09/27/2019
3A. Written Agreement with Local Education or Training Organization.	No	CLC_PartnershipLtr	09/26/2019
3A. Written Agreement with State or Local Workforce Development Board.	No	OWD_PartnershipLtr	09/26/2019
3B-3. Summary of Racial Disparity Assessment.	Yes	Racial Disparity ...	09/27/2019
4A-7a. Project List-Homeless under Other Federal Statutes.	No		
Other	No	HMIS Policies_Gov...	09/25/2019
Other	No	COCProgramStandar...	09/25/2019

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Other	No		
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## **Attachment Details**

**Document Description:** A1\_HDX\_CompetitionReport\_MA509

## **Attachment Details**

**Document Description:**

## **Attachment Details**

**Document Description:** PHA Admin Plan\_Homeless Preference

## **Attachment Details**

**Document Description:** CCAN\_Assessment\_HPT\_VI

## **Attachment Details**

**Document Description:** 15 Day Notice Project Acceptance

## **Attachment Details**

**Document Description:** 1E-1. Projects Reduced

## **Attachment Details**

**Document Description:** 30 Day Local Competition Deadline

## **Attachment Details**

**Document Description:** Public Posting\_LocalCompAnnouncement

## **Attachment Details**

**Document Description:** PublicPosting\_CA\_PriorityListing\_ScoreForms

## **Attachment Details**

**Document Description:** CLC\_PartnershipLtr

## **Attachment Details**

**Document Description:** OWD\_PartnershipLtr

## **Attachment Details**

**Document Description:** Racial Disparity Report Draft

## **Attachment Details**

**Document Description:**

## **Attachment Details**

**Document Description:** HMIS Policies\_Governance\_UserAgreements

## **Attachment Details**

**Document Description:** COCProgramStandards\_GovernanceCharter

## **Attachment Details**

**Document Description:**



## Submission Summary

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

Page	Last Updated
<b>1A. Identification</b>	09/24/2019
<b>1B. Engagement</b>	09/27/2019
<b>1C. Coordination</b>	09/30/2019
<b>1D. Discharge Planning</b>	No Input Required
<b>1E. Local CoC Competition</b>	09/27/2019
<b>1F. DV Bonus</b>	09/27/2019
<b>2A. HMIS Implementation</b>	09/26/2019
<b>2B. PIT Count</b>	09/27/2019
<b>3A. System Performance</b>	09/27/2019
<b>3B. Performance and Strategic Planning</b>	09/27/2019
<b>4A. Mainstream Benefits and Additional Policies</b>	09/25/2019
<b>4B. Attachments</b>	09/27/2019

FY2019 CoC Application	Page 57	09/30/2019
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**Submission Summary**

No Input Required

## 2019 HDX Competition Report

### PIT Count Data for MA-509 - Cambridge CoC

#### Total Population PIT Count Data

	2016 PIT	2017 PIT	2018 PIT	2019 PIT
Total Sheltered and Unsheltered Count	517	530	561	555
Emergency Shelter Total	293	307	340	361
Safe Haven Total	0	0	0	0
Transitional Housing Total	155	156	142	136
Total Sheltered Count	448	463	482	497
Total Unsheltered Count	69	67	79	58

#### Chronically Homeless PIT Counts

	2016 PIT	2017 PIT	2018 PIT	2019 PIT
Total Sheltered and Unsheltered Count of Chronically Homeless Persons	129	181	194	216
Sheltered Count of Chronically Homeless Persons	60	155	159	179
Unsheltered Count of Chronically Homeless Persons	69	26	35	37

## 2019 HDX Competition Report

### PIT Count Data for MA-509 - Cambridge CoC

#### Homeless Households with Children PIT Counts

	2016 PIT	2017 PIT	2018 PIT	2019 PIT
Total Sheltered and Unsheltered Count of the Number of Homeless Households with Children	46	52	60	65
Sheltered Count of Homeless Households with Children	46	52	60	65
Unsheltered Count of Homeless Households with Children	0	0	0	0

#### Homeless Veteran PIT Counts

	2011	2016	2017	2018	2019
Total Sheltered and Unsheltered Count of the Number of Homeless Veterans	41	7	13	15	19
Sheltered Count of Homeless Veterans	36	7	9	10	17
Unsheltered Count of Homeless Veterans	5	0	4	5	2

2019 HDX Competition Report  
HIC Data for MA-509 - Cambridge CoC

**HMIS Bed Coverage Rate**

Project Type	Total Beds in 2019 HIC	Total Beds in 2019 HIC Dedicated for DV	Total Beds in HMIS	HMIS Bed Coverage Rate
Emergency Shelter (ES) Beds	237	13	224	100.00%
Safe Haven (SH) Beds	0	0	0	NA
Transitional Housing (TH) Beds	136	13	98	79.67%
Rapid Re-Housing (RRH) Beds	49	0	49	100.00%
Permanent Supportive Housing (PSH) Beds	488	18	295	62.77%
Other Permanent Housing (OPH) Beds	140	8	41	31.06%
Total Beds	1,050	52	707	70.84%

## 2019 HDX Competition Report

### HIC Data for MA-509 - Cambridge CoC

#### PSH Beds Dedicated to Persons Experiencing Chronic Homelessness

Chronically Homeless Bed Counts	2016 HIC	2017 HIC	2018 HIC	2019 HIC
Number of CoC Program and non-CoC Program funded PSH beds dedicated for use by chronically homeless persons identified on the HIC	146	146	165	165

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

Households with Children	2016 HIC	2017 HIC	2018 HIC	2019 HIC
RRH units available to serve families on the HIC	6	5	6	12

#### Rapid Rehousing Beds Dedicated to All Persons

All Household Types	2016 HIC	2017 HIC	2018 HIC	2019 HIC
RRH beds available to serve all populations on the HIC	26	22	25	49

# 2019 HDX Competition Report

## FY2018 - Performance Measurement Module (Sys PM)

### Summary Report for MA-509 - Cambridge CoC

For each measure enter results in each table from the System Performance Measures report generated out of your CoCs HMIS System. There are seven performance measures. Each measure may have one or more “metrics” used to measure the system performance. Click through each tab above to enter FY2017 data for each measure and associated metrics.

RESUBMITTING FY2018 DATA: If you provided revised FY2018 data, the original FY2018 submissions will be displayed for reference on each of the following screens, but will not be retained for analysis or review by HUD.

ERRORS AND WARNINGS: If data are uploaded that creates selected fatal errors, the HDX will prevent the CoC from submitting the System Performance Measures report. The CoC will need to review and correct the original HMIS data and generate a new HMIS report for submission.

Some validation checks will result in warnings that require explanation, but will not prevent submission. Users should enter a note of explanation for each validation warning received. To enter a note of explanation, move the cursor over the data entry field and click on the note box. Enter a note of explanation and “save” before closing.

### Measure 1: Length of Time Persons Remain Homeless

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

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

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

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

## 2019 HDX Competition Report

### FY2018 - Performance Measurement Module (Sys PM)

	Universe (Persons)			Average LOT Homeless (bed nights)				Median LOT Homeless (bed nights)			
	Submitted FY 2017	Revised FY 2017	FY 2018	Submitted FY 2017	Revised FY 2017	FY 2018	Difference	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
1.1 Persons in ES and SH	1238	1278	1441	89	87	84	-3	25	24	19	-5
1.2 Persons in ES, SH, and TH	1397	1437	1579	135	132	137	5	38	34	25	-9

b. This measure is based on data element 3.17.

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

The construction of this measure changed, per HUD's specifications, between FY 2016 and FY 2017. HUD is aware that this may impact the change between these two years.

	Universe (Persons)			Average LOT Homeless (bed nights)				Median LOT Homeless (bed nights)			
	Submitted FY 2017	Revised FY 2017	FY 2018	Submitted FY 2017	Revised FY 2017	FY 2018	Difference	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
1.1 Persons in ES, SH, and PH (prior to "housing move in")	1249	1300	1465	303	641	653	12	118	446	360	-86
1.2 Persons in ES, SH, TH, and PH (prior to "housing move in")	1414	1459	1603	342	642	674	32	170	453	408	-45



## 2019 HDX Competition Report

### FY2018 - Performance Measurement Module (Sys PM)

#### Measure 2: The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness

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

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

	Total # of Persons who Exited to a Permanent Housing Destination (2 Years Prior)		Returns to Homelessness in Less than 6 Months			Returns to Homelessness from 6 to 12 Months			Returns to Homelessness from 13 to 24 Months			Number of Returns in 2 Years	
	Revised FY 2017	FY 2018	Revised FY 2017	FY 2018	% of Returns	Revised FY 2017	FY 2018	% of Returns	Revised FY 2017	FY 2018	% of Returns	FY 2018	% of Returns
Exit was from SO	17	11	1	2	18%	2	1	9%	2	2	18%	5	45%
Exit was from ES	31	64	1	7	11%	1	3	5%	0	3	5%	13	20%
Exit was from TH	29	39	1	0	0%	0	0	0%	1	1	3%	1	3%
Exit was from SH	0	0	0	0		0	0		0	0		0	
Exit was from PH	43	51	0	1	2%	0	1	2%	1	1	2%	3	6%
<b>TOTAL Returns to Homelessness</b>	<b>120</b>	<b>165</b>	<b>3</b>	<b>10</b>	<b>6%</b>	<b>3</b>	<b>5</b>	<b>3%</b>	<b>4</b>	<b>7</b>	<b>4%</b>	<b>22</b>	<b>13%</b>

#### Measure 3: Number of Homeless Persons

##### Metric 3.1 – Change in PIT Counts

## 2019 HDX Competition Report

### FY2018 - Performance Measurement Module (Sys PM)

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

	January 2017 PIT Count	January 2018 PIT Count	Difference
Universe: Total PIT Count of sheltered and unsheltered persons	530	561	31
Emergency Shelter Total	307	340	33
Safe Haven Total	0	0	0
Transitional Housing Total	156	142	-14
Total Sheltered Count	463	482	19
Unsheltered Count	67	79	12

### Metric 3.2 – Change in Annual Counts

This measures the change in annual counts of sheltered homeless persons in HMIS.

	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
Universe: Unduplicated Total sheltered homeless persons	1399	1438	1582	144
Emergency Shelter Total	1239	1278	1444	166
Safe Haven Total	0	0	0	0
Transitional Housing Total	168	168	141	-27

# 2019 HDX Competition Report

## FY2018 - Performance Measurement Module (Sys PM)

### Measure 4: Employment and Income Growth for Homeless Persons in CoC Program-funded Projects

Metric 4.1 – Change in earned income for adult system stayers during the reporting period

	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
Universe: Number of adults (system stayers)	149	150	123	-27
Number of adults with increased earned income	7	7	9	2
Percentage of adults who increased earned income	5%	5%	7%	2%

Metric 4.2 – Change in non-employment cash income for adult system stayers during the reporting period

	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
Universe: Number of adults (system stayers)	149	150	123	-27
Number of adults with increased non-employment cash income	34	30	35	5
Percentage of adults who increased non-employment cash income	23%	20%	28%	8%

Metric 4.3 – Change in total income for adult system stayers during the reporting period

	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
Universe: Number of adults (system stayers)	149	150	123	-27
Number of adults with increased total income	39	35	42	7
Percentage of adults who increased total income	26%	23%	34%	11%

## 2019 HDX Competition Report

### FY2018 - Performance Measurement Module (Sys PM)

#### Metric 4.4 – Change in earned income for adult system leavers

	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
Universe: Number of adults who exited (system leavers)	56	30	15	-15
Number of adults who exited with increased earned income	4	3	0	-3
Percentage of adults who increased earned income	7%	10%	0%	-10%

#### Metric 4.5 – Change in non-employment cash income for adult system leavers

	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
Universe: Number of adults who exited (system leavers)	56	30	15	-15
Number of adults who exited with increased non-employment cash income	8	8	4	-4
Percentage of adults who increased non-employment cash income	14%	27%	27%	0%

#### Metric 4.6 – Change in total income for adult system leavers

	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
Universe: Number of adults who exited (system leavers)	56	30	15	-15
Number of adults who exited with increased total income	12	11	4	-7
Percentage of adults who increased total income	21%	37%	27%	-10%

## 2019 HDX Competition Report

### FY2018 - Performance Measurement Module (Sys PM)

#### Measure 5: Number of persons who become homeless for the 1st time

Metric 5.1 – Change in the number of persons entering ES, SH, and TH projects with no prior enrollments in HMIS

	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
Universe: Person with entries into ES, SH or TH during the reporting period.	1012	1137	1307	170
Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.	298	326	464	138
Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time)	714	811	843	32

Metric 5.2 – Change in the number of persons entering ES, SH, TH, and PH projects with no prior enrollments in HMIS

	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
Universe: Person with entries into ES, SH, TH or PH during the reporting period.	1072	1198	1367	169
Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.	323	354	486	132
Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time.)	749	844	881	37

## 2019 HDX Competition Report

### FY2018 - Performance Measurement Module (Sys PM)

#### Measure 6: Homeless Prevention and Housing Placement of Persons defined by category 3 of HUD's Homeless Definition in CoC Program-funded Projects

This Measure is not applicable to CoCs in FY2018 (Oct 1, 2017 - Sept 30, 2018) reporting period.

#### Measure 7: Successful Placement from Street Outreach and Successful Placement in or Retention of Permanent Housing

Metric 7a.1 – Change in exits to permanent housing destinations

	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
Universe: Persons who exit Street Outreach	103	142	88	-54
Of persons above, those who exited to temporary & some institutional destinations	21	27	27	0
Of the persons above, those who exited to permanent housing destinations	18	22	13	-9
% Successful exits	38%	35%	45%	10%

Metric 7b.1 – Change in exits to permanent housing destinations

## 2019 HDX Competition Report

### FY2018 - Performance Measurement Module (Sys PM)

	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
Universe: Persons in ES, SH, TH and PH-RRH who exited, plus persons in other PH projects who exited without moving into housing	942	1056	1084	28
Of the persons above, those who exited to permanent housing destinations	112	119	129	10
% Successful exits	12%	11%	12%	1%

#### Metric 7b.2 – Change in exit to or retention of permanent housing

	Submitted FY 2017	Revised FY 2017	FY 2018	Difference
Universe: Persons in all PH projects except PH-RRH	256	257	261	4
Of persons above, those who remained in applicable PH projects and those who exited to permanent housing destinations	251	252	257	5
% Successful exits/retention	98%	98%	98%	0%

## 2019 HDX Competition Report FY2018 - SysPM Data Quality

### MA-509 - Cambridge CoC

This is a new tab for FY 2016 submissions only. Submission must be performed manually (data cannot be uploaded). Data coverage and quality will allow HUD to better interpret your Sys PM submissions.

Your bed coverage data has been imported from the HIC module. The remainder of the data quality points should be pulled from data quality reports made available by your vendor according to the specifications provided in the HMIS Standard Reporting Terminology Glossary. You may need to run multiple reports in order to get data for each combination of year and project type.

You may enter a note about any field if you wish to provide an explanation about your data quality results. This is not required.



# 2019 HDX Competition Report

## FY2018 - SysPM Data Quality

	All ES, SH				All TH				All PSH, OPH				All RRH				All Street Outreach			
	2014-2015	2015-2016	2016-2017	2017-2018	2014-2015	2015-2016	2016-2017	2017-2018	2014-2015	2015-2016	2016-2017	2017-2018	2014-2015	2015-2016	2016-2017	2017-2018	2014-2015	2015-2016	2016-2017	2017-2018
1. Number of non-DV Beds on HIC	267	256	245	221	154	154	166	154	539	564	550	573	15	26	22	25				
2. Number of HMIS Beds	252	253	245	221	105	103	130	118	242	270	304	327	15	26	22	25				
3. HMIS Participation Rate from HIC ( % )	94.38	98.83	100.00	100.00	68.18	66.88	78.31	76.62	44.90	47.87	55.27	57.07	100.00	100.00	100.00	100.00				
4. Unduplicated Persons Served (HMIS)	1786	1444	1296	1446	130	140	168	140	289	274	269	279	38	72	65	63	224	144	194	209
5. Total Leavers (HMIS)	1302	1089	967	1166	53	53	46	21	33	29	27	19	30	56	47	30	131	98	79	87
6. Destination of Don't Know, Refused, or Missing (HMIS)	1134	879	641	785	1	3	4	2	3	2	2	1	0	0	2	0	55	68	40	31
7. Destination Error Rate (%)	87.10	80.72	66.29	67.32	1.89	5.66	8.70	9.52	9.09	6.90	7.41	5.26	0.00	0.00	4.26	0.00	41.98	69.39	50.63	35.63

## 2019 HDX Competition Report

### Submission and Count Dates for MA-509 - Cambridge CoC

#### Date of PIT Count

	Date	Received HUD Waiver
Date CoC Conducted 2019 PIT Count	1/30/2019	

#### Report Submission Date in HDX

	Submitted On	Met Deadline
2019 PIT Count Submittal Date	4/30/2019	Yes
2019 HIC Count Submittal Date	4/30/2019	Yes
2018 System PM Submittal Date	5/31/2019	Yes

ATTACHMENT 2

PHA Administrative Plan – Homeless Preference

- MA Department of Housing & Community Development (DHCD)
  - Excerpt from Housing Choice Voucher Program Administrative Plan



## Massachusetts Department of Housing and Community Development

DHCD Housing Choice Voucher Program Administrative Plan  
Amendment: 2019-01

Program: Mainstream 2018

Effective Date: June 20, 2019

This policy amendment is effective on the date listed above. The policy amendment will be incorporated into the body of the next published version of the Administrative Plan, and there, numbered accordingly in the body of the Plan.

### **Purpose:**

The purpose of this policy amendment is to add a section covering the new targeted Mainstream 2018 voucher program.

### **Amendment:**

#### **1.1 MAINSTREAM 2018 (MS2018)**

##### **1.1.1 Overview**

MS2018 vouchers are subject to MTW policies.

##### **1.1.2 Eligibility**

Vouchers must be used to assist non-elderly persons with disabilities and their families. The non-elderly person with disabilities must be at least 18 years of age and less than 62 years of age. The eligible household member does not need to be the head of household. A household where a child under age 18 is the only family member with a disability is not eligible for this program.

DHCD's designees will verify an applicant's disability status for purposes of determining program eligibility in accordance with Chapter 7.

### 1.1.3 Waiting List Management and Selection

New increments of targeted vouchers must be issued to the specific target population in the NOFA. Upon turnover, DHCD's designees will issue MS2018 turnover vouchers to eligible, non-elderly disabled households selected from their regional standard HCV waiting list.

If a MS2018 applicant moves out of the initial designee's region, the applicant must be absorbed by the receiving designee with a MS2018 voucher when one becomes available. If a MS2018 voucher is not available, the receiving agency must bill the issuing agency until such time as a MS2018 voucher is available. This procedure will prevent over-issuance of MS2018 vouchers.

For MS2018 vouchers, preference is provided to the following populations<sup>1</sup>, in the order listed below:

1. Qualifying applicants who are in institutional or other segregated settings
2. Qualifying applicants who are homeless

*Institutional or other segregated settings* include, but are not limited to:

1. congregate settings populated exclusively or primarily with individuals with disabilities;
2. congregate settings characterized by regimentation in daily activities, lack of privacy or autonomy, policies limiting visitors, or limits on individuals' ability to engage freely in community activities and to manage their own activities of daily living; or
3. settings that provide for daytime activities primarily with other individuals with disabilities.

*Homeless* means:

1. An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
  - i. An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;

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<sup>1</sup> As defined in HUD Notice of Funding Availability # FR-6100-N-43.

- ii. An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, State, or local government programs for low-income individuals); or
  - iii. An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;
- 2. An individual or family who will imminently lose their primary nighttime residence, provided that:
  - i. The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;
  - ii. No subsequent residence has been identified; and
  - iii. The individual or family lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain other permanent housing;
- 3. Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who:
  - i. Are defined as homeless under section 387 of the Runaway and Homeless Youth Act (42 U.S.C. 5732a), section 637 of the Head Start Act (42 U.S.C. 9832), section 41403 of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2), section 330(h) of the Public Health Service Act (42 U.S.C. 254b(h)), section 3 of the Food and Nutrition Act of 2008 (7 U.S.C. 2012), section 17(b) of the Child Nutrition Act of 1966 (42 U.S.C. 1786(b)), or section 725 of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a);
  - ii. Have not had a lease, ownership interest, or occupancy agreement in permanent housing at any time during the 60 days immediately preceding the date of application for homeless assistance;
  - iii. Have experienced persistent instability as measured by two moves or more during the 60-day period immediately preceding the date of applying for homeless assistance; and
  - iv. Can be expected to continue in such status for an extended period of time because of chronic disabilities; chronic physical health or mental health conditions; substance addiction; histories of domestic violence or childhood abuse (including neglect); the presence of a child or youth with a disability; or two or more barriers to employment, which include the lack of a high school degree or General Education Development (GED), illiteracy, low English proficiency, a history of incarceration or detention for criminal activity, and a history of unstable employment; or
- 4. Any individual or family who:
  - i. Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime

- residence or has made the individual or family afraid to return to their primary nighttime residence;
- ii. Has no other residence; and
  - iii. Lacks the resources or support networks, e.g., family, friends, and faith-based or other social networks, to obtain other permanent housing.

#### 1.1.4 Support Services

At the briefing, each applicant will be offered a list of contacts at the human service agencies in their region. This list should include staff that can:

- Assist in identifying supports for individuals with psychiatric disabilities including those who have mental health illnesses but may not be eligible for DMH programs.
- Assist in identifying supports for individuals with mental retardation including community-based supports.
- Assist in identifying detoxification, treatment, and support programs for people with substance abuse problems.
- Make referrals to resources that support people with HIV/AIDS including housing search services, specialized health services, support groups, meals programs and others.
- Assist in providing referrals for vocational rehabilitation programs for individuals with any type of disability who would like to go to work.
- Direct individuals to home care assistance, personal care assistance, home modifications, and independent living supports.

Participants will be encouraged to review the list and to contact any agency if they feel they need or want any support services. DHCD's designees will use the list as needed to make referrals if requested by participants and also to obtain advice from a human service professional if needed.

#### Housing Search

Each designee must provide applicants with housing search assistance that includes, at a minimum: a list of available units in the area. Applicants may utilize the designee's Housing Consumer Education Center resources that include listings of available units, a computer to access listings on the internet, local newspapers, and a telephone.







5. How many dependents do you have with you in your care?

If you already know the answer, just fill it in here without asking again.

- zero to three (continue to question 6)
- four or more (continue to question 6)
- Don't know or  refuse (continue to question 6)

6. Are you under 25 years of age with at least one dependent under the age of 5?

If you already know the answer, just fill it in here without asking again.

- Yes (continue to question 7)
- No (continue to question 7)
- Don't know or  refuse (continue to question 7)

7. Have you ever been in jail, arrested, or accused of a crime or criminal activity (even if it wasn't true)?

If appropriate, explain that a criminal history will not reduce the person's likelihood of Cambridge CAN prioritizing them for a housing program.

- Yes (continue to question 8)
- No (skip to question 9)
- Don't know or  refuse (skip to question 9)

8. Which of these categories does your criminal history include?

If multiple responses apply, only record the answer for the highest severity of crime. For example, if the client reports both arson and a DUI, record only "Offenses that make it extremely difficult to find housing[...]"

- Offenses that make it extremely difficult to find housing, such as arson, crime resulting in placement on the sex offender registry, production of crystal meth, etc. (continue to question 9)
- Drug offenses or crimes against person or property (continue to question 9)
- Only minor offenses, such as a moving violation, a DUI, a misdemeanor, etc. (continue to question 9)
- Don't know or  refuse (continue to question 9)

9. Do you have any evictions, have you ever been asked to leave your rental apartment, or has a landlord used legal papers to ask you to leave?

As appropriate, explain that a history of eviction(s) will not reduce the person's likelihood of Cambridge CAN prioritizing them for a housing program.

- Yes (continue to question 10)
- No (skip to question 11)
- Don't know or  refuse (skip to question 11)

10. How many evictions have you had?

As appropriate, explain that a history of eviction(s) will not reduce the person's likelihood of Cambridge CAN prioritizing them for a housing program.

- one or two (continue to question 11)
- three or more (continue to question 11)
- Don't know or  refuse (continue to question 11)

11. Do you have friends or family members who you can stay with for a short period of time, or who can lend you money?

- Yes (continue to question 12)
- No (continue to question 12)
- Don't know or  refuse (continue to question 12)

12. Do you have any income from any source right now?

Check off any that apply.

- Earned income
  - Unemployment insurance
  - Supplemental Security Income (SSI)
  - Social Security Disability Income (SSDI)
  - VA-Service connected disability compensation
  - VA non-service-connected disability pension
  - Private disability insurance
  - Worker's compensation
  - Temporary Assistance for Needy Families (TANF)
  - General Assistance (GA)
  - Retirement income from Social Security
  - Pension or retirement from a former job
  - Child support
  - Alimony or other spousal support
  - Other source
- 
- Yes (continue to question 13)
  - No (skip to question 14)
  - Don't know or  refuse (continue to question 13)

13. What is your monthly income right now?

You do not need to ask the client about "AMI" specifically; referencing the table on the following page, select the corresponding option yourself based on the client's income.

Monthly income: \$\_\_\_\_\_

- Above 30% AMI (continue to question 14)
- Between 16% and 30% AMI (continue to question 14)
- Less than 15% AMI (continue to question 14)
- Don't know or  refuse (continue to question 14)

FY 2018 HUD income limits for Cambridge

income limit	1 person	2 people	3 people	4 people	5 people	6 people	7 people	8 people
30% AMI	\$22,650	\$25,900	\$29,150	\$32,350	\$34,950	\$37,550	\$40,150	\$42,750
15% AMI	\$11,325	\$12,950	\$14,575	\$16,175	\$17,475	\$18,775	\$20,075	\$21,375

14. Does your credit history include a judgment of debt to a landlord?

- Yes
- No
- Don't know or  refuse

Client's Housing Prioritization Tool is now complete.



f. Heart disease, arrhythmia, or irregular heartbeat  
 Yes  No  Doesn't know  Refused

g. Emphysema  
 Yes  No  Doesn't know  Refused

h. Diabetes  
 Yes  No  Doesn't know  Refused

i. Asthma  
 Yes  No  Doesn't know  Refused

j. Cancer  
 Yes  No  Doesn't know  Refused

k. Hepatitis C  
 Yes  No  Doesn't know  Refused

l. Tuberculosis  
 Yes  No  Doesn't know  Refused

m. **To be answered by assessor based on observation:** Do you observe signs or symptoms of serious physical health conditions?  
 Yes  No

6. Have you ever abused drugs/alcohol, or been told you do?

Yes  No  Doesn't know  Refused

7. Have you consumed alcohol every day during the past month?

Yes  No  Doesn't know  Refused

8. Have you ever used injection drugs or shots?

Yes  No  Doesn't know  Refused

9. Have you ever been treated for drug or alcohol abuse?

Yes  No  Doesn't know  Refused

10. **To be answered by assessor based on observation:** Do you observe signs or symptoms of alcohol or drug abuse?

Yes  No

11. Are you currently or have you ever received treatment for mental health issues?

- Yes    No    Doesn't know    Refused

12. Have you ever been taken to the hospital against your will for mental health reasons?

- Yes    No    Doesn't know    Refused

13. **To be answered by assessor based on observation:** Do you detect signs or symptoms of severe, persistent mental illness?

- Yes    No

14. Do you have a physical disability that limits your mobility? (i.e. wheelchair, amputation, inability to climb stairs)

- Yes    No    Doesn't know    Refused

15. Have you ever had a serious brain injury or trauma that required hospitalization or surgery?

- Yes    No    Doesn't know    Refused

16. Are you currently receiving services from the Massachusetts Department of Mental Health (DMH)?

DMH services are not the same as simply having a therapist, counselor or psychiatrist. To be considered a client of DMH, one must have applied and have been approved to receive services from DMH, i.e. having a DMH Case Worker.

- Yes    No    Doesn't know    Refused

17. Please record as many ways that the client can be contacted as she/he is willing to provide. (For example, cell phone, email address, location client frequently spends time at, name of a provider they work closely with, etc.) This makes it easier for us to get in touch with them if they receive an offer of services or housing.

Client's Vulnerability Index Assessment is now complete.



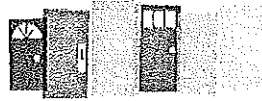
ATTACHMENT 4

Q1E-1A – Project Application Written Acceptance Notifications

This attachment includes:

- Screen capture of public posting of rankings document, posted on 9/13/2019
- Project Rankings as posted on 9/13/2019 and included in notifications to applicants on 9/13/2019
- Copies of emails sent to each subrecipient project applicant on 9/13/2019 notifying them that their applications were accepted and ranked.

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September 13, 2019 11:41 am   Keitha Crozier   No comments

The CoC's Evaluation Panel met on Monday, September 9 to determine the ranking strategy for the FY 2019 Program Competition. The project scores and ranks are listed [here](#). The full CoC Application and Priority Listing will be posted to the website in late September.

Categories: [Announcements](#), [NOFA](#), [Uncategorized](#)

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FY 2019 CoC Competition: Project Rankings  
Cambridge CoC

Project Name	Project Type	Score	Rank	Budget	Reallocation	Cumulative Total	
Heading Home: Cambridge Stepping Stone PSH	PH - PSH	83	1	\$487,315		\$487,315	
HomeStart: Going Home PSH	PH - PSH	83	2	\$603,712		\$1,091,027	
Heading Home: Cambridge Homeless to Housing PSH	PH - PSH	81	3	\$326,129		\$1,417,156	
Heading Home: Solid Ground PSH	PH - PSH	80	4	\$100,509		\$1,517,745	
HomeStart: Key PSH	PH - PSH	77	5	\$923,777		\$2,441,522	
Transition House: T-House PSH Consolidated	PH - PSH	69	6	\$200,043		\$2,721,565	
BayCove Bridge PSH	PH - PSH	67	7	\$106,157		\$2,827,722	
PRA: YMCA SRO Project	PH - PSH	65	8	\$160,817	\$150,000	\$2,988,539	
TRA Consolidated	PH - PSH	61	9	\$251,049		\$3,239,588	
AAC: Supportive Housing Ending Homelessness	PH - PSH	57	10	\$121,314		\$3,360,902	
Cambridge Coordinated Intake Consolidated	Coord. Entry	71	11	\$477,575		\$3,838,477	Tier 1
Cambridge Dedicated HMIS Consolidated	HMIS	71	12	\$35,000		\$3,873,477	\$4,312,563
CCAN Expansion (staffing for SRO waitlist)	Coord. Entry		13	\$37,500		\$3,910,977	
HomeStart: Going Home PSH Expansion	PH - PSH		14	\$76,756		\$3,987,733	
Heading Home: Stepping Stone PSH Expansion	PH - PSH		15	\$76,756		\$4,064,489	
AAC: Youth Rapid Rehousing Project	PH - RRH	71	16	\$137,045		\$4,201,534	
Transition House: Collaborative Rapid Rehousing Project	PH - RRH	71	17	\$111,029		\$4,312,563	
Just-A-Start: Rapid Rehousing Project	PH - RRH	53	18	\$300,448		\$4,613,011	
DV BONUS: Transition House RRH	PH - RRH		19	\$179,600		\$4,792,611	Tier 2
BONUS: CASPAR Scattered Site PSH	PH - PSH		20	\$187,588		\$4,980,199	\$683,813
FY 2019 CoC Planning Grant (not ranked)	Planning			\$137,160			
<b>TOTAL REQUEST</b>				<b>\$5,117,359</b>			
Tier 1 Maximum (94% of Renewal Demand)				\$4,312,563			
Tier 2 (6% of Renewal Demand (\$259,436) + DV Bonus max (\$195,777) + Bonus max (\$228,600))				\$683,813			
Planning Grant				\$137,160			
<b>TOTAL AVAILABLE FUNDING</b>				<b>\$5,133,536</b>			

The 2019 ranking approach prioritizes preserving Permanent Supportive Housing projects and projects that support HUD mandated functions (HMIS and Coordinated Entry), and utilizes Reallocation and Bonus funds to expand services funding for high performing PSH projects and the Coordinated Intake project. The Coordinated Intake expansion project will partially fund a new staff position to help manage referrals to SRO projects not previously utilizing CCAN. Projects are prioritized and ranked by score in the following categories: (1) Renewal PSH; (2) Coordinated Intake; (3) HMIS; (4) New projects with PSH Reallocation funds; (5) Renewal Rapid Rehousing; (6) New projects with Bonus funds (DV Bonus and standard Bonus projects). If the DV Bonus project is awarded through the DV Bonus category, the project below it will move up in rank.

\*HUD mandated projects and renewals without a full year of performance data were assigned the average score for ranking purposes.

## Crozier , Keitha

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**From:** Crozier , Keitha  
**Sent:** Friday, September 13, 2019 11:05 AM  
**To:** Kristen Lascoe; Yahaira Bautista  
**Cc:** Michelle McCarthy (mmccarthy@cambridgema.gov)  
**Subject:** 2019 CoC Program Competition - AAC Project Rankings  
**Attachments:** 2019\_Final\_Rankings.pdf; FY19\_CoC\_Scorecard\_AAC SHEH.xlsx

Good morning Kristen and Yahaira,

I'm writing to update you on the decisions made by the CoC Board's Evaluation Panel for the 2019 CoC Program Competition. The Panel met this week to work through the difficult strategic resource allocation decisions required for the 2019 submission to HUD. Each of your agency's renewal project applications have been accepted and will be ranked on the CoC's priority listing.

As shown in the attached ranking document, the rankings prioritize preservation of funding for existing Permanent Supportive Housing (PSH) projects, projects formed using Reallocation and Bonus funds, and projects that support mandated functions (HMIS and Coordinated Entry). The Panel decided on the rankings using the scores of renewal projects, results of the CoC Funding Priorities survey, and consideration of HUD's policy priorities and selection methods.

The scoring workbooks for each of your agency's renewal projects are attached to this email. Projects supporting mandated functions (HMIS and C-CAN) and those without a full year of performance data have been assigned the average score and ranked accordingly.

Thank you for your ongoing partnership and work to serve the Cambridge community. Please feel free to contact us if you have questions or would like to discuss the rankings in more detail.

Thanks,  
Keitha

Keitha Crozier  
CoC Planner  
City of Cambridge | Department of Human Service Programs  
617-349-6206 | [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov)  
she, her, hers

## Crozier , Keitha

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**From:** Crozier , Keitha  
**Sent:** Friday, September 13, 2019 10:56 AM  
**To:** Nancy Mahan  
**Cc:** Josh Levin (jlevin@cambridgema.gov); Elizabeth Mengers (emengers@cambridgema.gov)  
**Subject:** 2019 CoC Program Competition - CASPAR Project Rankings  
**Attachments:** 2019\_Final\_Rankings.pdf; FY19\_CoC\_Scorecard\_Baycove Bridge PSH.xlsx; CASPAR Project proposal ESNAPS 2b\_3b.docx; FY19\_CASPAR\_New Project Proposal budget.xlsx

Good morning Nancy,

I'm writing to update you on the decisions made by the CoC Board's Evaluation Panel for the 2019 CoC Program competition. The Panel met this week to work through the difficult strategic resource allocation decisions required for the 2019 submission to HUD. The Bridge PSH project has been accepted and will be ranked in Tier 1 on the CoC's Priority Listing.

As shown in the attached ranking document, the rankings prioritize preservation of funding for existing Permanent Supportive Housing (PSH) projects, projects formed using Reallocation and Bonus funds, and projects that support mandated functions (HMIS and Coordinated Entry). The Panel decided on the rankings using the scores of renewal projects, results of the CoC Funding Priorities survey, and consideration of HUD's Policy Priorities and selection methods. Projects supporting mandated functions (HMIS and C-CAN) and those without a full year of performance data have been assigned the average score and ranked accordingly.

The panel approved the new project proposal you submitted, but with a reduced reward from what was requested in the proposal. I have put together a proposed revised budget and project description based on the revised budget amount and have attached both to this email. You had initially proposed 20 units in your original proposal, which has been reduced to 10 (5 CoC funded units and 5 Section 811 vouchers from the Cambridge Housing Authority). Please review the revised budget and project description and let me know if you have any questions. If you do wish to proceed with the project at the reduced amount, please submit a Match letter no later than Wednesday, September 18<sup>th</sup>.

Thank you for your ongoing partnership and work to serve the Cambridge community. Please feel free to contact us if you have questions or would like to discuss the rankings in more detail.

Thanks,  
Keitha

Keitha Crozier  
CoC Planner  
City of Cambridge | Department of Human Service Programs  
617-349-6206 | [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov)  
she, her, hers

## Crozier , Keitha

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**From:** Crozier , Keitha  
**Sent:** Friday, September 13, 2019 10:58 AM  
**To:** Lori Cain; Keith Wales; [jramirez@baycove.org](mailto:jramirez@baycove.org); Nancy Mahan; Lydie Ultimo-Prophil; Melo, Maria  
**Cc:** Josh Levin ([jlevin@cambridgema.gov](mailto:jlevin@cambridgema.gov))  
**Subject:** 2019 CoC Program Competition - CCAN Project Ranking  
**Attachments:** 2019\_Final\_Rankings.pdf

Good morning everyone,

I'm writing to update you on the decisions made by the CoC Board's Evaluation Panel for the 2019 CoC Program competition. The Panel met this week to work through the difficult strategic resource allocation decisions required for the 2019 submission to HUD. The Coordinated Entry project applications have been accepted and will be ranked in Tier 1 on the CoC's Priority Listing.

As shown in the attached ranking document, the rankings prioritize preservation of funding for existing Permanent Supportive Housing (PSH) projects, projects formed using Reallocation and Bonus funds, and projects that support mandated functions (HMIS and Coordinated Entry). The Panel decided on the rankings using the scores of renewal projects, results of the CoC Funding Priorities survey, and consideration of HUD's Policy Priorities and selection methods. Projects supporting mandated functions (HMIS and C-CAN) and those without a full year of performance data have been assigned the average score and ranked accordingly.

Thank you for your ongoing partnership and work to serve the Cambridge community. Please feel free to contact us if you have questions or would like to discuss the rankings in more detail.

Thanks,  
Keitha

Keitha Crozier  
CoC Planner  
City of Cambridge | Department of Human Service Programs  
617-349-6206 | [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov)  
she, her, hers

## Crozier , Keitha

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**From:** Crozier , Keitha  
**Sent:** Friday, September 13, 2019 10:50 AM  
**To:** Hannah Bolcome  
**Cc:** Josh Levin (jlevin@cambridgema.gov); Elizabeth Mengers (emengers@cambridgema.gov)  
**Subject:** 2019 CoC Program Competition - CHA Project Ranking  
**Attachments:** 2019\_Final\_Rankings.pdf; FY19\_CoC\_Scorecard\_PRA\_YMCASRO.xlsx; FY19\_CoC\_Scorecard\_TRA for Families.xlsx; FY19\_CoC\_Scorecard\_TRA for Individuals.xlsx

Good morning Hannah,

I'm writing to update you on the decisions made by the CoC Board's Evaluation Panel for the 2019 CoC Program competition. The Panel met this week to work through the difficult strategic resource allocation decisions required for the 2019 submission to HUD. Each of your agency's renewal project applications have been accepted and will be ranked on the CoC's Priority Listing.

As shown in the attached ranking document, the rankings prioritize preservation of funding for existing Permanent Supportive Housing (PSH) projects, projects formed using Reallocation and Bonus funds, and projects that support mandated functions (HMIS and Coordinated Entry). The Panel decided on the rankings using the scores of renewal projects, results of the CoC Funding Priorities survey, and consideration of HUD's Policy Priorities and selection methods.

The scoring workbooks for each of your agency's renewal projects are attached to this email. Projects supporting mandated functions (HMIS and C-CAN) and those without a full year of performance data have been assigned the average score and ranked accordingly.

The panel approved the reallocation of a portion of the PRA YMCA SRO project as well as the CCAN Expansion project to support staffing for the CHA SRO waitlist. A portion of funds from the PRA reallocation were used to support a staff person for the SRO waitlist project and the City will provide the remaining funds to support 1 FTE. Josh will be in touch with information regarding the PRA reallocation and the CCAN Expansion project.

Thank you for your ongoing partnership and work to serve the Cambridge community. Please feel free to contact us if you have questions or would like to discuss the rankings in more detail.

Thanks,  
Keitha

Keitha Crozier  
CoC Planner  
City of Cambridge | Department of Human Service Programs  
617-349-6206 | [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov)  
she, her, hers

## Crozier , Keitha

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**From:** Crozier , Keitha  
**Sent:** Friday, September 13, 2019 10:46 AM  
**To:** Lisa Schorr Kaplan; Danielle Ferrier  
**Cc:** Michelle McCarthy (mmccarthy@cambridgema.gov); Elizabeth Mengers (emengers@cambridgema.gov)  
**Subject:** 2019 CoC Program Competition - Heading Home Project Rankings  
**Attachments:** 2019\_Final\_Rankings.pdf; FY19\_CoC\_Scorecard\_HeadingHome\_H2H.xlsx; FY19\_CoC\_Scorecard\_HeadingHome\_SolidGround.xlsx; FY19\_CoC\_Scorecard\_HeadingHome\_Stepping Stone.xlsx

I'm writing to update you on the decisions made by the CoC Board's Evaluation Panel for the 2019 CoC Program competition. The Panel met this week to work through the difficult strategic resource allocation decisions required for the 2019 submission to HUD. Each of your agency's renewal project applications have been accepted and will be ranked on the CoC's Priority Listing.

As shown in the attached ranking document, the rankings prioritize preservation of funding for existing Permanent Supportive Housing (PSH) projects, projects formed using Reallocation and Bonus funds, and projects that support mandated functions (HMIS and Coordinated Entry). The Panel decided on the rankings using the scores of renewal projects, results of the CoC Funding Priorities survey, and consideration of HUD's Policy Priorities and selection methods.

The scoring workbooks for each of your agency's renewal projects are attached to this email. Projects supporting mandated functions (HMIS and C-CAN) and those without a full year of performance data have been assigned the average score and ranked accordingly.

Lisa, the panel approved expansion for Heading Home's Stepping Stone PSH project at \$76,000, but did not approve inclusion of the H2H expansion request. However, different than in past years, the expansion for the Stepping Stone project has been ranked in Tier 1, giving it a strong chance of being funded. Michelle will be in touch with an updated project budget and request for a Match letter.

Thank you for your ongoing partnership and work to serve the Cambridge community. Please feel free to contact us if you have questions or would like to discuss the rankings in more detail.  
Thanks,

Keitha Crozier  
CoC Planner  
City of Cambridge | Department of Human Service Programs  
617-349-6206 | [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov)  
she, her, hers



## Crozier , Keitha

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**From:** Crozier , Keitha  
**Sent:** Friday, September 13, 2019 10:42 AM  
**To:** Lori Cain  
**Cc:** Michelle McCarthy (mmccarthy@cambridgema.gov)  
**Subject:** 2019 CoC Program Competition - HomeStart Project Rankings  
**Attachments:** FY19\_CoC\_Scorecard\_HomeStart\_GoingHome.xlsx; FY19\_CoC\_Scorecard\_HomeStart\_Key.xlsx; 2019\_Final\_Rankings.pdf

Good morning Lori,

I'm writing to update you on the decisions made by the CoC Board's Evaluation Panel for the 2019 CoC Program competition. The Panel met this week to work through the difficult strategic resource allocation decisions required for the 2019 submission to HUD. Each of your agency's renewal applications have been accepted and will be ranked on the CoC's Priority Listing.

As shown in the attached ranking document, the rankings prioritize preservation of funding for existing Permanent Supportive Housing (PSH) projects, projects formed using Reallocation and Bonus funds, and projects that support mandated functions (HMIS and Coordinated Entry). The panel decided on the rankings using the scores of renewal projects, results of the CoC Funding Priorities survey, and consideration of HUD's Policy Priorities and selection methods.

The scoring workbooks for each of your agency's renewal projects are attached to this email. Projects supporting mandated functions (HMIS and C-CAN) and those without a full year of performance data have been assigned the average score and ranked accordingly.

Lori, the panel approved expansion for HomeStart's Going Home PSH project, but with a reduced award amount compared to the amount requested in the proposal that was submitted. However, different than in past years, the expansion has been ranked in Tier 1, giving it a strong chance of being funded. Michelle will be in touch soon with an updated budget and Match letter request.

Thank you for your ongoing partnership and work to serve the Cambridge community. Please feel free to contact us if you have questions or would like to discuss the rankings in more detail.

Best,

Keitha Crozier  
CoC Planner  
City of Cambridge | Department of Human Service Programs  
617-349-6206 | [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov)  
she, her, hers

## Crozier , Keitha

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**From:** Crozier , Keitha  
**Sent:** Friday, September 13, 2019 10:51 AM  
**To:** Elizabeth Winston; gerryzipser@justastart.org  
**Cc:** Payack, Michael  
**Subject:** 2019 CoC Program Competition - JAS Project Ranking  
**Attachments:** 2019\_Final\_Rankings.pdf; FY19\_CoC\_Scorecard\_JAS\_RRH.xlsx

Good morning Elizabeth and Gerry,

I'm writing to update you on the decisions made by the CoC Board's Evaluation Panel for the 2019 CoC Program competition. The Panel met this week to work through the difficult strategic resource allocation decisions required for the 2019 submission to HUD. Your agency's renewal project application has been accepted and will be ranked on the CoC's Priority Listing.

As shown in the attached ranking document, the rankings prioritize preservation of funding for existing Permanent Supportive Housing (PSH) projects, projects formed using Reallocation and Bonus funds, and projects that support mandated functions (HMIS and Coordinated Entry). The Panel decided on the rankings using the scores of renewal projects, results of the CoC Funding Priorities survey, and consideration of HUD's Policy Priorities and selection methods.

The scoring workbooks for each of your agency's renewal projects are attached to this email. Projects supporting mandated functions (HMIS and C-CAN) and those without a full year of performance data have been assigned the average score and ranked accordingly. Although the RRH project is ranked in Tier 2, we are hopeful that the ranking at the top of Tier 2 will result in a full award as has been the case for the past few years.

Thank you for your ongoing partnership and work to serve the Cambridge community. Please feel free to contact us if you have questions or would like to discuss the rankings in more detail.

Thanks,  
Keitha

Keitha Crozier  
CoC Planner  
City of Cambridge | Department of Human Service Programs  
617-349-6206 | [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov)  
she, her, hers

## Crozier, Keitha

---

**From:** Crozier, Keitha  
**Sent:** Friday, September 13, 2019 10:53 AM  
**To:** Ronit Barkai  
**Cc:** Payack, Michael  
**Subject:** 2019 CoC Program Competition - THOUSE Project Rankings  
**Attachments:** 2019\_Final\_Rankings.pdf; FY19\_CoC\_Scorecard\_THouse PSH Expansion.xlsx; FY19\_CoC\_Scorecard\_THouse PSH.xlsx

Good morning Ronit,

I'm writing to update you on the decisions made by the CoC Board's Evaluation Panel for the 2019 CoC Program competition. The Panel met this week to work through the difficult strategic resource allocation decisions required for the 2019 submission to HUD. Each of your agency's renewal project applications have been accepted and will be ranked on the CoC's Priority Listing.

As shown in the attached ranking document, the rankings prioritize preservation of funding for existing Permanent Supportive Housing (PSH) projects, projects formed using Reallocation and Bonus funds, and projects that support mandated functions (HMIS and Coordinated Entry). The Panel decided on the rankings using the scores of renewal projects, results of the CoC Funding Priorities survey, and consideration of HUD's Policy Priorities and selection methods.

The scoring workbooks for each of your agency's renewal projects are attached to this email. Projects supporting mandated functions (HMIS and C-CAN) and those without a full year of performance data have been assigned the average score and ranked accordingly.

Although the DV Bonus project is ranked in Tier 2, we are hopeful that HUD will select and award the project through the special DV Bonus process. Mike will be working on completing the HUD project application forms for the DV Bonus project, and will be in touch with additional information and/or questions. Please note that we will need scanned versions of match letters for the new project by Wednesday, September 18.

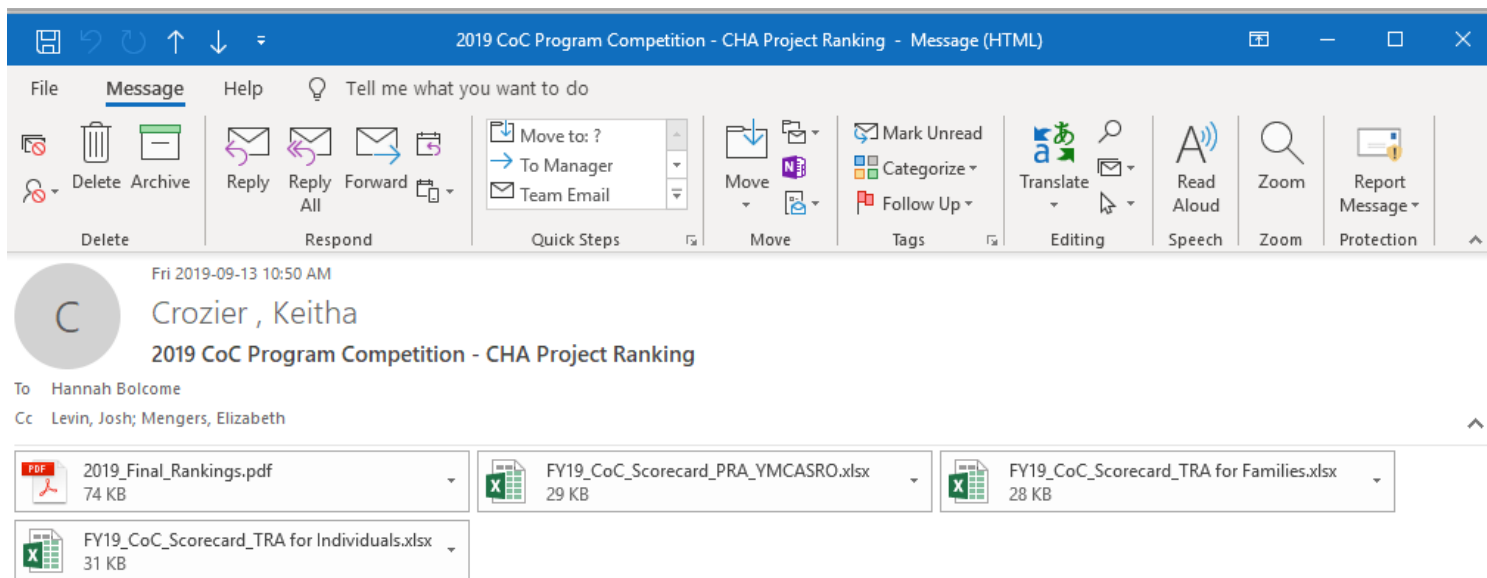
Thank you for your ongoing partnership and work to serve the Cambridge community. Please feel free to contact us if you have questions or would like to discuss the rankings in more detail.

Thanks,  
Keitha

Keitha Crozier  
CoC Planner  
City of Cambridge | Department of Human Service Programs  
617-349-6206 | [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov)  
she, her, hers

## 1E-1. Public Posting–15-Day Notification Outside e-snaps–Projects Rejected or Reduced

The Cambridge CoC (MA-509) did not reject any project applications in the FY 2019 competition. Notification outside e-snaps by email on 9/13/2019 to the project that was reduced (partial voluntary reallocation) is pasted below.



2019 CoC Program Competition - CHA Project Ranking - Message (HTML)

File Message Help Tell me what you want to do

Delete Archive Reply Reply All Forward Quick Steps Move Tags Editing Speech Zoom Report Message

Fri 2019-09-13 10:50 AM

**C** Crozier, Keitha  
2019 CoC Program Competition - CHA Project Ranking

To Hannah Bolcome  
Cc Levin, Josh; Mengers, Elizabeth

2019\_Final\_Rankings.pdf 74 KB  
FY19\_CoC\_Scorecard\_PRA\_YMCASRO.xlsx 29 KB  
FY19\_CoC\_Scorecard\_TRA for Families.xlsx 28 KB  
FY19\_CoC\_Scorecard\_TRA for Individuals.xlsx 31 KB

Good morning Hannah,

I'm writing to update you on the decisions made by the CoC Board's Evaluation Panel for the 2019 CoC Program competition. The Panel met this week to work through the difficult strategic resource allocation decisions required for the 2019 submission to HUD. Each of your agency's renewal project applications have been accepted and will be ranked on the CoC's Priority Listing.

As shown in the attached ranking document, the rankings prioritize preservation of funding for existing Permanent Supportive Housing (PSH) projects, projects formed using Reallocation and Bonus funds, and projects that support mandated functions (HMIS and Coordinated Entry). The Panel decided on the rankings using the scores of renewal projects, results of the CoC Funding Priorities survey, and consideration of HUD's Policy Priorities and selection methods.

The scoring workbooks for each of your agency's renewal projects are attached to this email. Projects supporting mandated functions (HMIS and C-CAN) and those without a full year of performance data have been assigned the average score and ranked accordingly.

The panel approved the reallocation of a portion of the PRA YMCA SRO project as well as the CCAN Expansion project to support staffing for the CHA SRO waitlist. A portion of funds from the PRA reallocation were used to support a staff person for the SRO waitlist project and the City will provide the remaining funds to support 1 FTE. Josh will be in touch with information regarding the PRA reallocation and the CCAN Expansion project.

Thank you for your ongoing partnership and work to serve the Cambridge community. Please feel free to contact us if you have questions or would like to discuss the rankings in more detail.

Thanks,  
Keitha

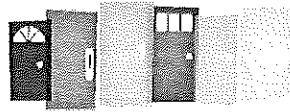
Keitha Crozier  
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617-349-6206 | [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov)  
she, her, hers

ATTACHMENT 5

CoC 30 Day Local Competition Deadline – Public Posting

- 8/6/2019 screenshot of website public posting of New Project Proposal Form & Local Competition Information document including Project Review, Score & Ranking Procedures & Process for Reallocation
- 8/12/2019 screenshot of Twitter posting of New Project Proposal opportunity
- Screenshot showing dates and times of public postings of: New Project Proposal request – including rate, rank review & selection criteria - (8/6/19) & project rankings (9/13/19)
- Screenshot of Newsletter sent to full CoC Listserv on 8/9/19 announcing Availability of Funding & Local Competition Information

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August 6, 2019 2:58 pm Keitha Crozier

The 2019 CoC Program competition offers the opportunity to include New Project submissions in the CoC's application for funds from the U.S. Department of Housing and Urban Development (HUD). Organizations interested in applying for a new CoC project through the Bonus or Domestic Violence Bonus process should complete the New Project Proposal Form.

To be considered for inclusion in the CoC's submission, applicants must submit a completed cover sheet, budget form, and a brief narrative as described in Section VII of the New Project Proposal Form. **Submissions must be received by August 30**, and completed forms will be reviewed and evaluated by the CoC as described in the Form and in the [Local Competition Information document](#).

The CoC welcomes and encourages proposals from all interested organizations, including those that have not previously received CoC Program funding.

If you have any questions or need additional information about the application process, please reach out to Keitha at [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov).

Download the New Project Proposal Form here: [2019\\_CoC\\_NewProjectProposal](#)

Download the Housing Budget Workbook here: [FY2019\\_NewProject\\_HousingBudgetWorkbook](#)

**Categories:** [Announcements](#), [NOFA](#)

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**Cambridge CoC**  
@CambMACoC



New funding available: We are seeking applicants for new HUD-funded CoC homeless-housing projects. Over \$200K in new CoC funding is available. See link for more details and download application materials: [bit.ly/33IGqnE](http://bit.ly/33IGqnE)

9:00 AM · Aug 12, 2019 · TweetDeck



This was posted continuously throughout the month of August as shown below



**Cambridge CoC** @CambMACoC · Aug 20



New funding available: We are seeking applicants for new HUD-funded CoC homeless-housing projects. Over \$200K in new CoC funding is available. See link for more details and download application materials: [bit.ly/33IGqnE](http://bit.ly/33IGqnE)



**Cambridge CoC** @CambMACoC · Aug 16



New funding available: We are seeking applicants for new HUD-funded CoC homeless-housing projects. Over \$200K in new CoC funding is available. See link for more details and download application materials: [bit.ly/33IGqnE](http://bit.ly/33IGqnE)



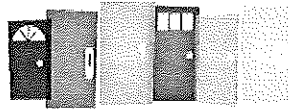
**Cambridge CoC** @CambMACoC · Aug 14



New funding available: We are seeking applicants for new HUD-funded CoC homeless-housing projects. Over \$200K in new CoC funding is available. See link for more details and download application materials: [bit.ly/33IGqnE](http://bit.ly/33IGqnE)



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## 2019 CoC Competition Project Rankings

September 13, 2019 11:41 am Keitha Crozier No comments

The CoC's Evaluation Panel met on Monday, September 9 to determine the ranking strategy for the FY 2019 Program Competition. The project scores and ranks are listed here. The full CoC Application and Priority Listing will be posted to the website in late September.

[CONTINUE READING](#)

## FY 19 CoC Competition – New Project Proposal Form

August 6, 2019 2:58 pm Keitha Crozier

The 2019 CoC Program competition offers the opportunity to include New Project submissions in the CoC's application for funds from the U.S. Department of Housing and Urban Development (HUD). Organizations interested in applying for a new CoC project through the Bonus or Domestic Violence Bonus process should complete the New Project Proposal Form. To be [...]

[CONTINUE READING](#)

## FY 2019 – Local Competition Information

July 26, 2019 3:23 pm Keitha Crozier

Each year the Cambridge Continuum of Care applies for funds for homeless services from the U.S. Department of Housing and Urban Development (HUD). This annual grant competition brings about \$4 million to the City's continuum of housing and services. The FY 2019 CoC Program competition opened on July 3 and will close on September 30. [...]

[CONTINUE READING](#)

## 2019 CoC Program Competiton

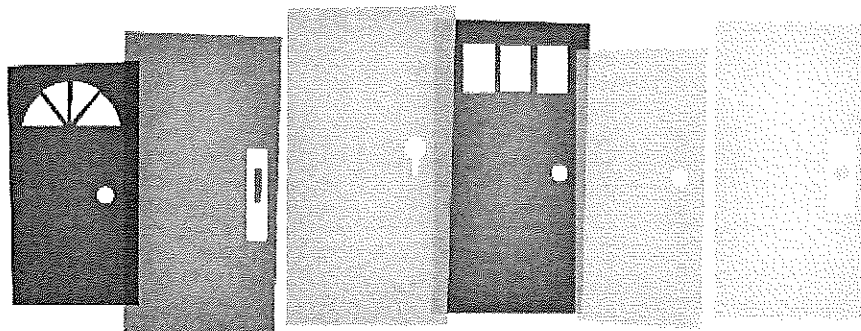
July 17, 2019 12:25 pm Keitha Crozier

Each year the Cambridge Continuum of Care (CoC) applies for funds for homeless services from the U.S. Department of Housing and Urban Development (HUD). This annual grant competition brings approximately \$4 million to the City's continuum of housing and services. HUD posted the 2019 CoC Program Notice of Funding Availability (NOFA) on July 3, 2019. [...]



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August 9, 2019

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# Cambridge

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**FY19 NOFA-What's New This Year** USICH staff created a webinar for this year's NOFA. The webinar discusses policy priorities, scoring, and key changes. A link to the webinar can be found [here](#).

**FY19 COC Competition-New Project Proposal** The New Project Proposal Form has been released. The CoC welcomes and encourages proposals from all interested organizations, including those that have not previously received CoC Program funding. More detailed information and the form can be found [here](#).

**Cambridge Works** Cambridge Works serves residents ages 18-35 who have not been able to get or keep jobs. The City and private sector partners provide a 3-month temporary job for participants to learn basic job-readiness skills. The next cycle begins right after Labor Day. If you know of potential candidates, please refer them to Michele Scott, in the City's Office of Workforce Development, within the Dept. of Human Services Programs, at 617-349-7741. More detailed information on the program can be found [here](#) on the City's website.

**CPD Monthly Meeting** The Commission for Persons with Disabilities will hold their next meeting on September 12, 2019 from 5:30-7:00 p.m. More details for the meeting can be found [here](#).

**CASCAP is Hiring** CASCAP is hiring for a Residential Manager for their Harvey St. property. More detailed information on the position and how to apply can be found [here](#).

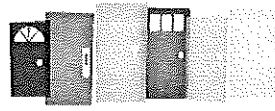
**SSO Flexible Services Fund** The MA Dept. of Public Health has posted a Notice of

ATTACHMENT 6

Local Competition Announcement – Public Posting

- 7/17/2019 screenshot of website public posting announcing the release of the FY19 NOFA
- 7/26/2019 screenshot of website public posting with Local Competition Procedures detailing timeline, and project review, reallocation & ranking procedures
- Local Competition Procedures document

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July 17, 2019 12:25 pm Keitha Crozier

Each year the Cambridge Continuum of Care (CoC) applies for funds for homeless services from the U.S. Department of Housing and Urban Development (HUD). This annual grant competition brings approximately \$4 million to the City's continuum of housing and services. HUD posted the [2019 CoC Program Notice of Funding Availability \(NOFA\)](#) on July 3, 2019. The application deadline is September 30, 2019.

Details, timeline and project review & ranking procedures will be posted over the next couple of weeks, and we anticipate that local renewal applications and bonus project proposals will be due mid to late August. We will send email notification and update the CoC website with concrete due dates and details as they are available.

**Please review the NOFA and begin to think about ideas for new project proposals. Similar to last year's competition, funding is available for Bonus projects, Domestic Violence Bonus projects, and expansions projects. The CoC welcomes and encourages proposals from all interested organizations, including those that have not previously received CoC Program funding.**

#### **Bonus Funds:**

In this year's competition, there is \$228,000 available to the CoC for new projects, with possible additional funding available through the reallocation process. New projects through the bonus and reallocation process may be for the following project types only: Permanent Supportive Housing (PSH), Rapid Rehousing (RRH), Joint Transitional Housing (TH) and RRH, HMIS and Coordinated Entry.

#### **Domestic Violence Bonus Funds:**

Similar to last year, HUD has made \$50 million available for DV Bonus projects, which will provide housing and services to survivors of domestic violence, dating violence, and stalking. The Cambridge CoC is eligible to apply for \$195,777. The CoC may submit up to one project application for a coordinated entry project and any number of applications for PH-RRH and Joint TH and PH-RRH projects.

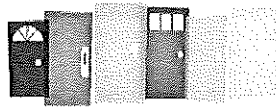
The full NOFA document and HUD's resources for the competition can be found [here](#).

#### **UPCOMING MEETING**

The next CoC meeting for the Homeless Services Planning Committee is scheduled for 7/30/2019 from 10:30-12:00, and will be focused on the 2019 CoC Program Competition.

**Categories:** [Announcements](#), [NOFA](#)

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July 26, 2019 3:23 pm Keitha Crozier

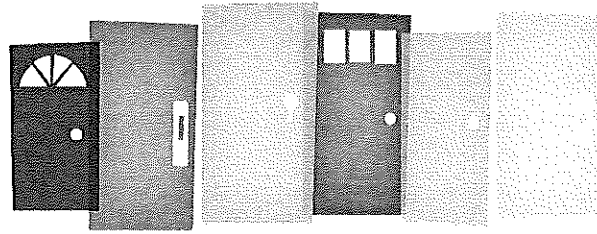
Each year the Cambridge Continuum of Care applies for funds for homeless services from the U.S. Department of Housing and Urban Development (HUD). This annual grant competition brings about \$4 million to the City's continuum of housing and services. The FY 2019 CoC Program competition opened on July 3 and will close on September 30, 2019.

Please review the [2019 Local Competition Information](#) document for important details about the Cambridge CoC's competition, timeline, and project review, reallocation & ranking procedures.

The Homeless Services Planning Committee (HSPC) meeting on [Tuesday, July 30](#) will focus on reviewing the process and procedures for the annual CoC competition. We encourage all organizations interested in applying for new projects to attend the meeting, even if you have not previously received or applied for funds through this grant program. If you can't make the meeting, please reach out to Keitha at [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov) with any questions.

**Categories:** [Announcements](#), [NOFA](#)

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# Cambridge CONTINUUM OF CARE

## FY 2019 Continuum of Care (CoC) Program Competition LOCAL COMPETITION INFORMATION

### CONTENTS

Background, Funding Parameters	2
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Process for Reallocation	9

## BACKGROUND

The U.S. Department of Housing and Urban Development (HUD) provides federal funding for homeless programming through the Continuum of Care (CoC) Homeless Assistance Program. The CoC Program is designed to promote a community-wide commitment to the goal of ending homelessness; to provide funding for efforts by nonprofit providers, States, and local governments to quickly re-house homeless individuals, families, persons fleeing domestic violence, and youth while minimizing the trauma and dislocation caused by homelessness; to promote access to and effective utilization of mainstream programs by homeless individuals and families; and to optimize self-sufficiency among those experiencing homelessness.

HUD is making available approximately \$2 billion in Fiscal Year 2019 for the CoC Program. The Cambridge CoC is eligible to apply for up to \$4,996,376<sup>1</sup>. This amount includes the CoC's Annual Renewal Demand of \$4,571,999, \$228,600 in Bonus funds, and \$195,777 in Domestic Violence (DV) Bonus funds. The 2019 Competition opened on July 3 and will close on September 30, 2019.

The Cambridge Department of Human Service Programs (DHSP) coordinates the annual process and prepares the consolidated application for funding for the Cambridge CoC. This document provides information to Cambridge CoC stakeholders, subrecipients and other interested parties about the local process leading up to submission of an application to HUD, including the steps required to submit an application for renewal funding, the steps required to submit a proposal for new funding, and the CoC's procedures for reviewing, scoring, ranking and reallocating projects.

## FUNDING PARAMETERS

Like past years, the 2019 CoC Competition is highly competitive, with HUD placing increasing emphasis on reallocating resources based on performance. The [2019 Notice of Funding Availability \(NOFA\)](#) explains that the available amount of funding may not be sufficient to fund renewal projects, and HUD requires CoCs to competitively rank all projects (except Planning projects) in two tiers.

Cambridge Annual Renewal Demand (ARD):	\$4,571,999
Tier 1 (94% of ARD):	\$4,312,563
Tier 2 (15% of ARD): 6% of ARD (\$259,436) + Bonus (\$228,600) + DV Bonus (\$195,777)	\$683,813

CoCs may create the following types of new projects by using amounts available through the bonus process or by making funds available through reallocation. Reallocation is when a CoC shifts funds in whole or part from existing renewal projects to create one or more new projects without decreasing the CoC's ARD. CoCs may also apply to expand renewal projects if they fall within the eligible new project types.

1. CoCs may create new Permanent Supportive Housing (PSH) projects that will serve 100 percent chronically homeless individuals and families (including unaccompanied youth) or that meet the requirements of "DedicatedPLUS" as defined in the NOFA;
2. CoCs may create new Rapid Rehousing (RRH) projects that will serve homeless individuals and families (including unaccompanied youth) coming directly from the streets or emergency shelters, and include persons fleeing domestic violence situations; and
3. CoCs may create new Joint Transitional Housing (TH) and RRH projects that provide TH units and short or medium term tenant-based rental assistance (RRH) in one project.

<sup>1</sup> The Cambridge CoC can apply for its Annual Renewal Demand (\$4,571,999) plus up to \$424,377 in Bonus funds.

New and existing agencies are encouraged to apply for new projects. All agencies interested in applying for a new project in the 2019 competition must complete and submit a New Project proposal form. The New Project proposal form will be posted to the CoC's website by 8/9/2019 and an email announcement will be sent out when it's available.

## HUD'S SELECTION PROCEDURES

As described above, the 2019 competition requires CoCs to rank 6% of the ARD in Tier 2 plus the amount available for Bonus and DV Bonus projects. It is likely that projects ranked in Tier 1 will be conditionally awarded by HUD if they pass eligibility and threshold reviews. HUD will select projects ranked in Tier 2 by point value and in order of CoC score. All projects ranked in Tier 2 are at risk of nonrenewal.

As in the 2018 competition, projects will be allowed to "straddle" tiers. If a project application straddles the Tier 1 and Tier 2 funding line, HUD will conditionally select the project up to the amount of funding that falls within Tier 1, and may fund the Tier 2 portion of the project depending on the CoC score and other factors. If HUD does not fund the Tier 2 portion of the project, HUD may award project funds at the reduced amount provided the project is still feasible with reduced funding.

### CoC Scoring

HUD will score CoCs on the following 200 point scale. CoC level scores impact likelihood of Tier 2 projects being selected for funding.

1.	Coordination and Engagement	56
2.	Project Ranking, Review and Capacity	29
3.	Homeless Management Information System	9
4.	Point-in-Time Count	6
5.	System Performance	60
6.	Performance and Strategic Planning (progress toward meeting Federal Strategic Plan goals)	40

### Tier 2 Scoring

HUD will assign point values to all projects ranked in Tier 2. Projects will be selected by point value and in the order of CoC score.

1.	CoC Score	Up to 50 points
2.	CoC Project Ranking	Up to 40 points
3.	Commitment to Housing First	Up to 10 points

## HELPFUL RESOURCES

Please utilize the following websites for important documents and updates, and please reach out to DHSP staff with any questions related to the 2019 competition.

Cambridge CoC's NOFA Page:

<http://cambridgecoc.org/category/nofa/>

HUD's NOFA Competition Page:

[https://www.hudexchange.info/programs/e-snaps/fy-2019-coc-program-nofa-coc-program-competition/?utm\\_source=HUD+Exchange+Mailing+List&utm\\_campaign=abd5353529-](https://www.hudexchange.info/programs/e-snaps/fy-2019-coc-program-nofa-coc-program-competition/?utm_source=HUD+Exchange+Mailing+List&utm_campaign=abd5353529-)

[FY 2019 CoC Competition NOFA 7.3.19&utm\\_medium=email&utm\\_term=0\\_f32b935a5f-abd5353529-19513393#nofa-and-notices](https://www.hudexchange.info/programs/e-snaps/fy-2019-coc-program-nofa-coc-program-competition/?utm_source=HUD+Exchange+Mailing+List&utm_campaign=abd5353529-)

COMPETITION TIMELINE

Su	M	T	W	Th	F	S	
	1	2	3	4	5	6	7/3/2019-NOFA released
7	8	9	10	11	12	13	
14	15	16	17	18	19	20	
21	22	23	24	25	26	27	7/26: Local procedures document, renewal applications created and distributed
28	29	30	31	1	2	3	8/6: HSPC – NOFA overview and Q&A 8/01: CoC Board Meeting
4	5	6	7	8	9	10	8/9: New Project Proposal forms created and distributed.
11	12	13	14	15	16	17	8/16: Renewals due
18	19	20	21	22	23	24	8/23: original match letters for renewal applications due
25	26	27	28	29	30	31	8/30: New project proposals due
1	2	3	4	5	6	7	
8	9	10	11	12	13	14	9/9-9/13: Evaluation panel meets to review project scores, select new project proposals, and determine project rankings
15	16	17	18	19	20	21	9/16: Projects notified of score & rank; rankings posted to CoC website
22	23	24	25	26	27	28	9/26: Full CoC application posted to website
29	30						9/30: Final deadline for DHSP to submit application to HUD

Important Deadlines

- 8/16: Renewal Applications due to DHSP staff
- 8/30: New Project Proposals due to DHSP staff



## PROJECT REVIEW, SCORE & RANKING PROCEDURES

The CoC Program regulations and the FY 2019 CoC Program NOFA requires CoCs to evaluate and rank all project applications as part of the annual application process. The Cambridge CoC via the Board's Evaluation Panel will comprehensively evaluate all new and renewal projects based on quality and performance to strategically allocate resources available to the CoC through the FY 2019 competition.

### Process & Responsibilities

To review, score and rank projects, the CoC will follow the following process, designed to be fair, inclusive and transparent. The CoC Board's Evaluation Panel is responsible for making final decisions related to project ranking and reallocation. Project scores, ranking, and reallocation decisions will be disseminated to all project applicants by DHSP staff by September 16, 2019.

Procedure for Renewal Projects	Responsible Party	Deadline
1. Complete Renewal Application and submit to DHSP staff	Subrecipient agency	8/16
2. Submit original Match letters to DHSP staff	Subrecipient agency	8/23
3. Complete esnaps forms	DHSP staff	Week of 8/26
4. Complete Project Scoring & Reallocation Assessment	DHSP staff	8/26 – 8/30
5. Evaluation Panel meets to determine final rankings	CoC Evaluation Panel	9/9-9/13
6. Notify subrecipients of score & rank	DHSP staff	9/16
7. Submit Renewal Application & Priority Listing to HUD	DHSP staff	9/30

Procedure for New Projects	Responsible Party	Deadline
1. Complete New Project Proposal and submit to DHSP staff	Subrecipient agency	8/30
2. Complete Project Scoring	CoC Evaluation Panel	8/30-9/6
3. Evaluation Panel meets to determine final score & ranking	CoC Evaluation Panel	9/9-9/13
5. Notify subrecipients of score & rank	DHSP staff	9/16
4. Complete esnaps forms	DHSP staff	Week of 9/16
6. Submit original Match letters to DHSP staff	Subrecipient agency	9/18
7. Submit New Project Application & Priority Listing to HUD	DHSP staff	9/30

### Data Sources for Evaluating Projects

The Cambridge CoC will rank all projects using objective criteria to evaluate past performance, and assessments of the degree to which projects improve the CoC's system performance, progress toward meeting Federal Strategic Plan goals, and contributions to local funding priorities. The following components will be considered by the CoC Board's Evaluation Panel when evaluating new and renewal projects: Project Score (NOFA Scorecard); CoC Funding Priority Recommendations; and Reallocation Assessments.

1. Project Score (NOFA Scorecard) – the Collaborative Applicant (DHSP staff) will complete a NOFA Scorecard for each renewal project. The NOFA Scorecard includes objective data agreed upon by the CoC's Homeless Services Planning Committee and the CoC's Evaluation Panel. Data sources include projects' Annual Performance Report (APR), and DHSP's records related to timely submission of data reports. Projects operated by victim service providers will be evaluated using non-identified APR data generated from a comparable database. NOFA Scorecards including performance goals for each project type are included at the end of this section for reference. First time renewals and projects without a full year of performance data will be assigned the median score and if necessary will be ordered based on Evaluation Panel scores from their original

application for funding. Project scores for new project proposals will be completed by the Evaluation Panel based on submitted proposals using the criteria published in the New Project proposal form.

2. CoC Funding Priority Recommendations – Voting members of the CoC (organizations and members who elected to have voting rights when completing the CoC Membership application earlier this year and who have been present at 75% or more of CoC meetings in the past 12 months) indicate preferences and recommendations related to local funding priorities and ranking strategy in an annual survey administered during the CoC competition. The CoC Board’s Evaluation Panel considers these local funding priority recommendations when determining project rankings.
  
3. Reallocation Assessments - Each Renewal Project will be assessed by Collaborative Applicant staff using the following criteria to determine if reallocation should be considered by the CoC Board’s Evaluation Panel. The purpose of the Reallocation Assessment is to determine if renewal projects are underutilized or underperforming while also considering the special needs of subpopulations served by each project. Completed Reallocation Assessments will be provided to the Evaluation Panel to inform Reallocation decisions. Reallocation Assessments include information related to projects’ contributions to policy priorities and system performance collected through local Renewal Applications, and helps the CoC to consider the severity of needs and vulnerabilities experienced by project participants.

Question		Data Source
1.	Has the project had significant recaptures in the past two completed grant cycles? If so, what amounts have been recaptured?	NOFA Scorecard; Annual Performance Report (APR)
2.	Does the project contribute to the CoC’s progress in improving System Level Performance?	NOFA Scorecard; APR
3.	Does the project contribute to the CoC’s progress in meeting HUD’s Policy Priorities?	Local Renewal Application
4.	Does the project align with local funding priorities and CoC programming needs?	Local Renewal Application; CoC Funding Priorities Survey
5.	What are the CoC grant fund costs per permanent housing exit/placement?	APR

#### NOFA Scorecards by Project Type

The following pages show the NOFA Scorecards for renewal and new projects, including data sources and point values.

# FY 2019 Cambridge CoC Program Competition

## NOFA Scorecard - Renewal Projects

	Data Source (new APR)	Data Source (old APF)	Max	Scale	Score
<b>CLIENT OUTCOMES</b>					
<b>Housing Stability</b>					
% of clients remaining in PH or exiting to permanent destination	Q23a, Q23b	Q29a1, Q29a2	20	> 98%	20
Goal: > 90%				96 - 97.9%	18
				94 - 95.9%	16
				92 - 93.9%	14
				90 - 91.9%	12
				82.5 - 89.9%	10
				75 - 82.4%	8
				67.5 - 74.9%	6
				60 - 67.4%	4
				< 60%	0
<b>Access to income &amp; benefits</b>					
% of adults who increased total income	Q19a3	Q24b3	10	> 40%	10
Goal: > 35%				40%	8
				36 - 39%	6
				32 - 35%	4
				28 - 31%	2
				< 28%	0
% of households receiving non-cash benefits	Q20b	Q26a2, Q26b2	10	100%	10
Goal: > 85%				95 - 99.9%	8
				90 - 94.9%	6
				85 - 89.9%	4
				80 - 84.9%	2
				< 80%	0
<b>HUD &amp; LOCAL PRIORITIES</b>					
<b>Housing First</b>					
Project must meet Housing First Threshold as indicated in application.	Project application	Project application	2	Project is Housing First	2
				Not Housing First	0
<b>Priority populations</b>					
Project can receive 1 point for each priority population served (Chronically Homeless, Veterans, Youth, Households with Children). To receive points, at least 50% of households served during the reporting year must be a priority population.	Q5a, Q8	Q8, Q16, Q21	4	4 populations	4
				3 populations	3
				2 populations	2
				1 populations	1
				0 populations	0
<b>Populations with intensive service needs</b>					
Project can receive 1 point for each population with intensive service needs: serious mental illness; substance use; chronic health condition (HIV/AIDS, developmental and physical disability); and domestic violence. To receive points, at least 50% of households served during the reporting year must be a population with intensive service needs.	Q13, Q14	Q18, Q19	4	4 populations	4
				3 populations	3
				2 populations	2
				1 populations	1
				0 populations	0
<b>Dedicated units for Chronically Homeless</b>					
1 points per unit (max 10) plus up to 10 points for percentage of units dedicated (100% = 10, 90%=9, 80%=8, etc.)	HIC / Proj. App.	HIC / Proj. App.	20	# of dedicated CH units up to 10	
				% of dedicated units up to 10	
<b>PROJECT CAPACITY</b>					
<b>HMIS Data Quality</b>					
Exits to known destinations	Q6	DQ report	5	< 5%	5
Maximum points for less than 5% missing destination data. Projects with 0 exits will receive full points.				5 - 20%	4
				20 - 40%	3
				40 - 60%	2
				80 - 40%	1
				> 80%	0
Data completeness	Q6	DQ report	10	10 elements <10% error rate	10
Maximum points when error rate is below 10% for each of the following 10 universal data elements: DOB, Race, Ethnicity, Gender, Veteran Status, Relationship to HoH, Disabling Condition, Income at entry, Income at annual assessment, and Income at Exit. Example: 10 points for low error rate on all 10 elements, 7 points for error rate below 10% on 7/10 elements.				9 elements <10% error rate	9
				8 elements <10% error rate	8
				7 elements <10% error rate	7
				6 elements <10% error rate	6
				5 elements <10% error rate	5
				4 elements <10% error rate	4
				3 elements <10% error rate	3
				2 elements <10% error rate	2
				1 element <10% error rate	1
<b>Utilization Rate</b>					
Average daily bed utilization	Q2	Q10, 11	5	> 90%	5
				85 - 90%	3
				80 - 84.9%	1
				< 80%	0
<b>Reporting deadlines</b>					
Project meets all reporting deadlines.	DHSP records	DHSP records	5	All deadlines met	5
				Any deadline missed	0
<b>Expenditures/Recaptures</b>					
Project expends contracted budget.	DHSP records	DHSP records	5	≤ 90% of budget spent	5
				< 90% of budget spent	0
<b>TOTAL SCORE</b>			<b>100</b>	<b>0</b>	

NEW PROJECT SCORECARD

Component	Maximum Points	Points Awarded
<b>Experience</b>		
Proposal demonstrates that the applicant is experienced in working with the target population and in providing housing similar to that proposed in the application. Application provides concrete examples showing experience and expertise in working with and addressing the target population's housing and supportive service needs.	15	
Proposal demonstrates that the applicant is experienced with effectively utilizing federal funds and/or other public funding. Application provides concrete examples showing experience in managing basic organization operations including capacity to submit required reports on existing grants, and financial accounting systems to ensure timely expenditures of grant funds.	10	
<b>Project Design and Activities</b>		
Housing First – proposal indicates a clear commitment to a Housing First program design and includes required assurances related to screening and termination, and includes applicant's experience operating or contributing to a Housing First program.	10	
Application clearly describes proposed activities and target population; demonstrates the community's need for the proposed project activities; and demonstrates an understanding of the needs of the clients to be served.	10	
Application demonstrates that the type and location of the housing proposed will fit the needs of the clients to be served. If another entity is providing the housing or subsidy, a letter of commitment must be included with the proposal form.	5	
Application demonstrates a clear plan to assist clients to rapidly secure and maintain housing that is safe, affordable, accessible, and meets their needs.	5	
Application clearly describes how clients will be assisted in obtaining mainstream benefits.	5	
Application clearly describes how clients will be assisted to increase employment and/or income.	5	
Application clearly describes the types of supportive services that will be offered to clients, including the role of project staff and coordination with other providers, to maximize positive outcomes for clients.	5	
Proposal describes client outcome goals will improve the CoC's progress toward meeting Federal Strategic Plan goals and improving system-level performance.	5	
<b>Financial</b>		
Budget request is reasonable and appropriate, items align with project activities; and costs are within funding guidelines.	15	
Match amount is documented and meets requirements.	5	
<b>Timeliness</b>		
Application clearly describes a plan for rapid implementation of the project, including a schedule of proposed activities for 60 days, 120 days, and 180 days after grant award.	5	
<b>Total</b>	<b>100</b>	

## PROCESS FOR REALLOCATION

### Voluntary Reallocation

Subrecipient agencies must complete a local Renewal Application form for each project for which they are seeking renewal funding. The local Renewal Application includes a section on Voluntary Reallocation that will provide agencies with an opportunity to voluntarily reallocate funds. CoC Board Evaluation Panel members will be responsible for determining how to reallocate funds based on New Project proposal scores and the CoC's Funding Priorities recommendations.

### Involuntary Reallocation

Each Renewal Project<sup>2</sup> will be assessed by Collaborative Applicant staff using the following criteria to determine if reallocation should be considered by the CoC Board's Evaluation Panel. The purpose of the Reallocation Assessment is to determine if renewal projects are underutilized or underperforming. Completed Reallocation Assessments will be provided to the Evaluation Panel alongside Project Scores to inform Reallocation decisions.

### Reallocation Assessment

	Question	Data Source
1.	Has the project had significant recaptures in the past two completed grant cycles? If so, what amounts have been recaptured?	NOFA Scorecard; Annual Performance Report (APR)
2.	Does the project contribute to the CoC's progress in improving System Level Performance?	NOFA Scorecard; APR
3.	Does the project contribute to the CoC's progress in meeting HUD's Policy Priorities?	Local Renewal Application
4.	Does the project align with local funding priorities and CoC programming needs?	Local Renewal Application; CoC Funding Priorities Survey
5.	What are the CoC grant fund costs per permanent housing exit/placement?	APR

### Applying for New Projects using Reallocated Funds

New and existing agencies are encouraged to apply for new projects using reallocation funds. Interested agencies should review materials posted on the CoC's website, and should reach out to DHSP staff to discuss any questions related to the process.

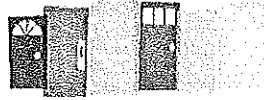
All agencies interested in submitting an application for a new project in the 2019 competition must complete and submit a New Project proposal form. The CoC Board's Evaluation Panel will evaluate and score all New Project proposals. Depending on the number of proposals received and the amount of reallocation funds available, the Panel will determine whether New Projects will be submitted as PH Bonus Projects or as Reallocation projects.

<sup>2</sup> First time renewal projects cannot be reallocated.

Attachment 11

- Screen shot of the public posting of the Local Competition Procedures on 7/26/2019
- Local Competition Procedures detailing the review and ranking process
- Screen shot of the public posting of the Consolidated Application and Priority Listing on 9/26/2019
- One complete score form for a CoC Renewal Project

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Help?



Cambridge  
CONTINUUM OF CARE

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July 26, 2019 3:23 pm Keitha Crozier

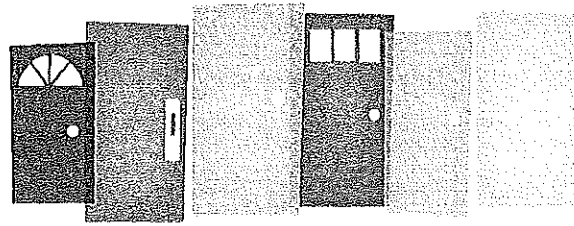
Each year the Cambridge Continuum of Care applies for funds for homeless services from the U.S. Department of Housing and Urban Development (HUD). This annual grant competition brings about \$4 million to the City's continuum of housing and services. The FY 2019 CoC Program competition opened on July 3 and will close on September 30, 2019.

Please review the [2019 Local Competition Information](#) document for important details about the Cambridge CoC's competition, timeline, and project review, reallocation & ranking procedures.

The Homeless Services Planning Committee (HSPC) meeting on Tuesday, July 30 will focus on reviewing the process and procedures for the annual CoC competition. We encourage all organizations interested in applying for new projects to attend the meeting, even if you have not previously received or applied for funds through this grant program. If you can't make the meeting, please reach out to Keitha at [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov) with any questions.

Categories: [Announcements](#), [NOFA](#)

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# Cambridge CONTINUUM OF CARE

## FY 2019 Continuum of Care (CoC) Program Competition LOCAL COMPETITION INFORMATION

### CONTENTS

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HUD Selection Procedures, Helpful Resources	3
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Process for Reallocation	9



## BACKGROUND

The U.S. Department of Housing and Urban Development (HUD) provides federal funding for homeless programming through the Continuum of Care (CoC) Homeless Assistance Program. The CoC Program is designed to promote a community-wide commitment to the goal of ending homelessness; to provide funding for efforts by nonprofit providers, States, and local governments to quickly re-house homeless individuals, families, persons fleeing domestic violence, and youth while minimizing the trauma and dislocation caused by homelessness; to promote access to and effective utilization of mainstream programs by homeless individuals and families; and to optimize self-sufficiency among those experiencing homelessness.

HUD is making available approximately \$2 billion in Fiscal Year 2019 for the CoC Program. The Cambridge CoC is eligible to apply for up to \$4,996,376<sup>1</sup>. This amount includes the CoC's Annual Renewal Demand of \$4,571,999, \$228,600 in Bonus funds, and \$195,777 in Domestic Violence (DV) Bonus funds. The 2019 Competition opened on July 3 and will close on September 30, 2019.

The Cambridge Department of Human Service Programs (DHSP) coordinates the annual process and prepares the consolidated application for funding for the Cambridge CoC. This document provides information to Cambridge CoC stakeholders, subrecipients and other interested parties about the local process leading up to submission of an application to HUD, including the steps required to submit an application for renewal funding, the steps required to submit a proposal for new funding, and the CoC's procedures for reviewing, scoring, ranking and reallocating projects.

## FUNDING PARAMETERS

Like past years, the 2019 CoC Competition is highly competitive, with HUD placing increasing emphasis on reallocating resources based on performance. The [2019 Notice of Funding Availability \(NOFA\)](#) explains that the available amount of funding may not be sufficient to fund renewal projects, and HUD requires CoCs to competitively rank all projects (except Planning projects) in two tiers.

Cambridge Annual Renewal Demand (ARD):	\$4,571,999
Tier 1 (94% of ARD):	\$4,312,563
Tier 2 (15% of ARD): 6% of ARD (\$259,436) + Bonus (\$228,600) + DV Bonus (\$195,777)	\$683,813

CoCs may create the following types of new projects by using amounts available through the bonus process or by making funds available through reallocation. Reallocation is when a CoC shifts funds in whole or part from existing renewal projects to create one or more new projects without decreasing the CoC's ARD. CoCs may also apply to expand renewal projects if they fall within the eligible new project types.

1. CoCs may create new Permanent Supportive Housing (PSH) projects that will serve 100 percent chronically homeless individuals and families (including unaccompanied youth) or that meet the requirements of "DedicatedPLUS" as defined in the NOFA;
2. CoCs may create new Rapid Rehousing (RRH) projects that will serve homeless individuals and families (including unaccompanied youth) coming directly from the streets or emergency shelters, and include persons fleeing domestic violence situations; and
3. CoCs may create new Joint Transitional Housing (TH) and RRH projects that provide TH units and short or medium term tenant-based rental assistance (RRH) in one project.

<sup>1</sup> The Cambridge CoC can apply for its Annual Renewal Demand (\$4,571,999) plus up to \$424,377 in Bonus funds.

New and existing agencies are encouraged to apply for new projects. All agencies interested in applying for a new project in the 2019 competition must complete and submit a New Project proposal form. The New Project proposal form will be posted to the CoC's website by 8/9/2019 and an email announcement will be sent out when it's available.

## HUD'S SELECTION PROCEDURES

As described above, the 2019 competition requires CoCs to rank 6% of the ARD in Tier 2 plus the amount available for Bonus and DV Bonus projects. It is likely that projects ranked in Tier 1 will be conditionally awarded by HUD if they pass eligibility and threshold reviews. HUD will select projects ranked in Tier 2 by point value and in order of CoC score. All projects ranked in Tier 2 are at risk of nonrenewal.

As in the 2018 competition, projects will be allowed to "straddle" tiers. If a project application straddles the Tier 1 and Tier 2 funding line, HUD will conditionally select the project up to the amount of funding that falls within Tier 1, and may fund the Tier 2 portion of the project depending on the CoC score and other factors. If HUD does not fund the Tier 2 portion of the project, HUD may award project funds at the reduced amount provided the project is still feasible with reduced funding.

### CoC Scoring

HUD will score CoCs on the following 200 point scale. CoC level scores impact likelihood of Tier 2 projects being selected for funding.

1.	Coordination and Engagement	56
2.	Project Ranking, Review and Capacity	29
3.	Homeless Management Information System	9
4.	Point-in-Time Count	6
5.	System Performance	60
6.	Performance and Strategic Planning (progress toward meeting Federal Strategic Plan goals)	40

### Tier 2 Scoring

HUD will assign point values to all projects ranked in Tier 2. Projects will be selected by point value and in the order of CoC score.

1.	CoC Score	Up to 50 points
2.	CoC Project Ranking	Up to 40 points
3.	Commitment to Housing First	Up to 10 points

## HELPFUL RESOURCES

Please utilize the following websites for important documents and updates, and please reach out to DHSP staff with any questions related to the 2019 competition.

Cambridge CoC's NOFA Page:

<http://cambridgecoc.org/category/nofa/>

HUD's NOFA Competition Page:

[https://www.hudexchange.info/programs/e-snaps/fy-2019-coc-program-nofa-coc-program-competition/?utm\\_source=HUD+Exchange+Mailing+List&utm\\_campaign=abd5353529-](https://www.hudexchange.info/programs/e-snaps/fy-2019-coc-program-nofa-coc-program-competition/?utm_source=HUD+Exchange+Mailing+List&utm_campaign=abd5353529-)

[FY 2019 CoC Competition NOFA 7.3.19&utm\\_medium=email&utm\\_term=0\\_f32b935a5f-abd5353529-19513393#nofa-and-notices](https://www.hudexchange.info/programs/e-snaps/fy-2019-coc-program-nofa-coc-program-competition/?utm_source=HUD+Exchange+Mailing+List&utm_campaign=abd5353529-)

COMPETITION TIMELINE

Su	M	T	W	Th	F	S	
	1	2	3	4	5	6	7/3/2019-NOFA released
7	8	9	10	11	12	13	
14	15	16	17	18	19	20	
21	22	23	24	25	26	27	7/26: Local procedures document, renewal applications created and distributed
28	29	30	31	1	2	3	8/6: HSPC – NOFA overview and Q&A 8/01: CoC Board Meeting
4	5	6	7	8	9	10	8/9: New Project Proposal forms created and distributed.
11	12	13	14	15	16	17	8/16: Renewals due
18	19	20	21	22	23	24	8/23: original match letters for renewal applications due
25	26	27	28	29	30	31	8/30: New project proposals due
1	2	3	4	5	6	7	
8	9	10	11	12	13	14	9/9-9/13: Evaluation panel meets to review project scores, select new project proposals, and determine project rankings
15	16	17	18	19	20	21	9/16: Projects notified of score & rank; rankings posted to CoC website
22	23	24	25	26	27	28	9/26: Full CoC application posted to website
29	30						9/30: Final deadline for DHSP to submit application to HUD

Important Deadlines

8/16: Renewal Applications due to DHSP staff

8/30: New Project Proposals due to DHSP staff

## PROJECT REVIEW, SCORE & RANKING PROCEDURES

The CoC Program regulations and the FY 2019 CoC Program NOFA requires CoCs to evaluate and rank all project applications as part of the annual application process. The Cambridge CoC via the Board's Evaluation Panel will comprehensively evaluate all new and renewal projects based on quality and performance to strategically allocate resources available to the CoC through the FY 2019 competition.

### Process & Responsibilities

To review, score and rank projects, the CoC will follow the following process, designed to be fair, inclusive and transparent. The CoC Board's Evaluation Panel is responsible for making final decisions related to project ranking and reallocation. Project scores, ranking, and reallocation decisions will be disseminated to all project applicants by DHSP staff by September 16, 2019.

Procedure for Renewal Projects	Responsible Party	Deadline
1. Complete Renewal Application and submit to DHSP staff	Subrecipient agency	8/16
2. Submit original Match letters to DHSP staff	Subrecipient agency	8/23
3. Complete esnaps forms	DHSP staff	Week of 8/26
4. Complete Project Scoring & Reallocation Assessment	DHSP staff	8/26 – 8/30
5. Evaluation Panel meets to determine final rankings	CoC Evaluation Panel	9/9-9/13
6. Notify subrecipients of score & rank	DHSP staff	9/16
7. Submit Renewal Application & Priority Listing to HUD	DHSP staff	9/30

Procedure for New Projects	Responsible Party	Deadline
1. Complete New Project Proposal and submit to DHSP staff	Subrecipient agency	8/30
2. Complete Project Scoring	CoC Evaluation Panel	8/30-9/6
3. Evaluation Panel meets to determine final score & ranking	CoC Evaluation Panel	9/9-9/13
5. Notify subrecipients of score & rank	DHSP staff	9/16
4. Complete esnaps forms	DHSP staff	Week of 9/16
6. Submit original Match letters to DHSP staff	Subrecipient agency	9/18
7. Submit New Project Application & Priority Listing to HUD	DHSP staff	9/30

### Data Sources for Evaluating Projects

The Cambridge CoC will rank all projects using objective criteria to evaluate past performance, and assessments of the degree to which projects improve the CoC's system performance, progress toward meeting Federal Strategic Plan goals, and contributions to local funding priorities. The following components will be considered by the CoC Board's Evaluation Panel when evaluating new and renewal projects: Project Score (NOFA Scorecard); CoC Funding Priority Recommendations; and Reallocation Assessments.

1. Project Score (NOFA Scorecard) – the Collaborative Applicant (DHSP staff) will complete a NOFA Scorecard for each renewal project. The NOFA Scorecard includes objective data agreed upon by the CoC's Homeless Services Planning Committee and the CoC's Evaluation Panel. Data sources include projects' Annual Performance Report (APR), and DHSP's records related to timely submission of data reports. Projects operated by victim service providers will be evaluated using non-identified APR data generated from a comparable database. NOFA Scorecards including performance goals for each project type are included at the end of this section for reference. First time renewals and projects without a full year of performance data will be assigned the median score and if necessary will be ordered based on Evaluation Panel scores from their original

FY 2019 Cambridge CoC Program Competition

application for funding. Project scores for new project proposals will be completed by the Evaluation Panel based on submitted proposals using the criteria published in the New Project proposal form.

2. CoC Funding Priority Recommendations – Voting members of the CoC (organizations and members who elected to have voting rights when completing the CoC Membership application earlier this year and who have been present at 75% or more of CoC meetings in the past 12 months) indicate preferences and recommendations related to local funding priorities and ranking strategy in an annual survey administered during the CoC competition. The CoC Board's Evaluation Panel considers these local funding priority recommendations when determining project rankings.
  
3. Reallocation Assessments - Each Renewal Project will be assessed by Collaborative Applicant staff using the following criteria to determine if reallocation should be considered by the CoC Board's Evaluation Panel. The purpose of the Reallocation Assessment is to determine if renewal projects are underutilized or underperforming while also considering the special needs of subpopulations served by each project. Completed Reallocation Assessments will be provided to the Evaluation Panel to inform Reallocation decisions. Reallocation Assessments include information related to projects' contributions to policy priorities and system performance collected through local Renewal Applications, and helps the CoC to consider the severity of needs and vulnerabilities experienced by project participants.

Question		Data Source
1.	Has the project had significant recaptures in the past two completed grant cycles? If so, what amounts have been recaptured?	NOFA Scorecard; Annual Performance Report (APR)
2.	Does the project contribute to the CoC's progress in improving System Level Performance?	NOFA Scorecard; APR
3.	Does the project contribute to the CoC's progress in meeting HUD's Policy Priorities?	Local Renewal Application
4.	Does the project align with local funding priorities and CoC programming needs?	Local Renewal Application; CoC Funding Priorities Survey
5.	What are the CoC grant fund costs per permanent housing exit/placement?	APR

NOFA Scorecards by Project Type

The following pages show the NOFA Scorecards for renewal and new projects, including data sources and point values.

FY 2019 Cambridge CoC Program Competition

NOFA Scorecard - Renewal Projects

	Data Source (new APR)	Data Source (old APF)	Max	Scale	Score
<b>CLIENT OUTCOMES</b>					
<b>Housing Stability</b>					
% of clients remaining in PH or exiting to permanent destination	Q23a, Q23b	Q29a1, Q29a2	20	> 98% 96 - 97.9% 94 - 95.9% 92 - 93.9% 90 - 91.9% 82.5 - 89.9% 75 - 82.4% 67.5 - 74.9% 60 - 67.4% < 60%	20 18 16 14 12 10 8 6 4 0
Goal: > 90%					
<b>Access to income &amp; benefits</b>					
% of adults who increased total income	Q19a3	Q24b3	10	> 40% 40% 36 - 39% 32 - 35% 28 - 31% < 28%	10 8 6 4 2 0
Goal: > 35%					
% of households receiving non-cash benefits	Q20b	Q26a2, Q26b2	10	100% 95 - 99.9% 90 - 94.9% 85 - 89.9% 80 - 84.9% < 80%	10 8 6 4 2 0
Goal: > 85%					
<b>HUD &amp; LOCAL PRIORITIES</b>					
<b>Housing First</b>					
Project must meet Housing First Threshold as indicated in application. Project application	Project application		2	Project is Housing First Not Housing First	2 0
<b>Priority populations</b>					
Project can receive 1 point for each priority population served (Chronically Homeless, Veterans, Youth, Households with Children). To receive points, at least 50% of households served during the reporting year must be a priority population.	Q5a, Q8	Q8, Q16, Q21	4	4 populations 3 populations 2 populations 1 populations 0 populations	4 3 2 1 0
<b>Populations with intensive service needs</b>					
Project can receive 1 point for each population with intensive service needs: serious mental illness; substance use; chronic health condition (HIV/AIDS, developmental and physical disability); and domestic violence. To receive points, at least 50% of households served during the reporting year must be a population with intensive service needs.	Q13, Q14	Q18, Q19	4	4 populations 3 populations 2 populations 1 populations 0 populations	4 3 2 1 0
<b>Dedicated units for Chronically Homeless</b>					
1 points per unit (max 10) plus up to 10 points for percentage of units dedicated (100% = 10, 90%=9, 80%=8, etc.)	HIC / Proj. App.	HIC / Proj. App.	20	# of dedicated CH units up to 10  % of dedicated units up to 10	
<b>PROJECT CAPACITY</b>					
<b>HHS Data Quality</b>					
Exits to known destinations	Q6	DQ report	5	< 5% 5 - 20% 20 - 40% 40 - 60% 60 - 80% > 80%	5 4 3 2 1 0
Maximum points for less than 5% missing destination data. Projects with 0 exits will receive full points.					
Data completeness	Q6	DQ report	10	10 elements <10% error rate 9 elements <10% error rate 8 elements <10% error rate 7 elements <10% error rate 6 elements <10% error rate 5 elements <10% error rate 4 elements <10% error rate 3 elements <10% error rate 2 elements <10% error rate 1 element <10% error rate	10 9 8 7 6 5 4 3 2 1
Maximum points when error rate is below 10% for each of the following 10 universal data elements: DOB, Race, Ethnicity, Gender, Veteran Status, Relationship to HoH, Disabling Condition, Income at entry, Income at annual assessment, and Income at Exit. Example: 10 points for low error rate on all 10 elements, 7 points for error rate below 10% on 7/10 elements.					
<b>Utilization Rate</b>					
Average daily bed utilization	Q2	Q10, 11	5	> 90% 85 - 90% 80 - 84.9% < 80%	5 3 1 0
<b>Reporting deadlines</b>					
Project meets all reporting deadlines.	DHSP records	DHSP records	5	All deadlines met Any deadline missed	5 0
<b>Expenditures/Recaptures</b>					
Project expends contracted budget.	DHSP records	DHSP records	5	≤ 90% of budget spent < 90% of budget spent	5 0
<b>TOTAL SCORE</b>			100		0

NEW PROJECT SCORECARD

Component	Maximum Points	Points Awarded
<b>Experience</b>		
Proposal demonstrates that the applicant is experienced in working with the target population and in providing housing similar to that proposed in the application. Application provides concrete examples showing experience and expertise in working with and addressing the target population's housing and supportive service needs.	15	
Proposal demonstrates that the applicant is experienced with effectively utilizing federal funds and/or other public funding. Application provides concrete examples showing experience in managing basic organization operations including capacity to submit required reports on existing grants, and financial accounting systems to ensure timely expenditures of grant funds.	10	
<b>Project Design and Activities</b>		
Housing First – proposal indicates a clear commitment to a Housing First program design and includes required assurances related to screening and termination, and includes applicant's experience operating or contributing to a Housing First program.	10	
Application clearly describes proposed activities and target population; demonstrates the community's need for the proposed project activities; and demonstrates an understanding of the needs of the clients to be served.	10	
Application demonstrates that the type and location of the housing proposed will fit the needs of the clients to be served. If another entity is providing the housing or subsidy, a letter of commitment must be included with the proposal form.	5	
Application demonstrates a clear plan to assist clients to rapidly secure and maintain housing that is safe, affordable, accessible, and meets their needs.	5	
Application clearly describes how clients will be assisted in obtaining mainstream benefits.	5	
Application clearly describes how clients will be assisted to increase employment and/or income.	5	
Application clearly describes the types of supportive services that will be offered to clients, including the role of project staff and coordination with other providers, to maximize positive outcomes for clients.	5	
Proposal describes client outcome goals will improve the CoC's progress toward meeting Federal Strategic Plan goals and improving system-level performance.	5	
<b>Financial</b>		
Budget request is reasonable and appropriate, items align with project activities; and costs are within funding guidelines.	15	
Match amount is documented and meets requirements.	5	
<b>Timeliness</b>		
Application clearly describes a plan for rapid implementation of the project, including a schedule of proposed activities for 60 days, 120 days, and 180 days after grant award.	5	
<b>Total</b>	<b>100</b>	

## PROCESS FOR REALLOCATION

### Voluntary Reallocation

Subrecipient agencies must complete a local Renewal Application form for each project for which they are seeking renewal funding. The local Renewal Application includes a section on Voluntary Reallocation that will provide agencies with an opportunity to voluntarily reallocate funds. CoC Board Evaluation Panel members will be responsible for determining how to reallocate funds based on New Project proposal scores and the CoC's Funding Priorities recommendations.

### Involuntary Reallocation

Each Renewal Project<sup>2</sup> will be assessed by Collaborative Applicant staff using the following criteria to determine if reallocation should be considered by the CoC Board's Evaluation Panel. The purpose of the Reallocation Assessment is to determine if renewal projects are underutilized or underperforming. Completed Reallocation Assessments will be provided to the Evaluation Panel alongside Project Scores to inform Reallocation decisions.

### Reallocation Assessment

Question		Data Source
1.	Has the project had significant recaptures in the past two completed grant cycles? If so, what amounts have been recaptured?	NOFA Scorecard; Annual Performance Report (APR)
2.	Does the project contribute to the CoC's progress in improving System Level Performance?	NOFA Scorecard; APR
3.	Does the project contribute to the CoC's progress in meeting HUD's Policy Priorities?	Local Renewal Application
4.	Does the project align with local funding priorities and CoC programming needs?	Local Renewal Application; CoC Funding Priorities Survey
5.	What are the CoC grant fund costs per permanent housing exit/placement?	APR

### Applying for New Projects using Reallocated Funds

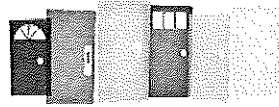
New and existing agencies are encouraged to apply for new projects using reallocation funds. Interested agencies should review materials posted on the CoC's website, and should reach out to DHSP staff to discuss any questions related to the process.

All agencies interested in submitting an application for a new project in the 2019 competition must complete and submit a New Project proposal form. The CoC Board's Evaluation Panel will evaluate and score all New Project proposals. Depending on the number of proposals received and the amount of reallocation funds available, the Panel will determine whether New Projects will be submitted as PH Bonus Projects or as Reallocation projects.

<sup>2</sup> First time renewal projects cannot be reallocated.



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CONTINUUM OF CARE

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[Home](#) > [Blog](#) > [FY19 CoC Consolidated Application and Priority Listing](#)

September 26, 2019 4:38 pm   Keitha Crozier   No comments

The FY 2019 Cambridge CoC Consolidated Application and Priority Listing are available for review:

Consolidated Application (attachments included): [2019\\_MA509\\_ConsolidatedApplication](#)

Priority Listing: [2019\\_MA509\\_PriorityListing](#)

The Priority Listing reflects the final project rankings (originally posted on 9/13/2019) available here: [2019\\_CCoC\\_ProjectRankings](#)

All projects were evaluated using the ranking and selections process described in detail in the Local Competition Information document (posted and distributed on 7/26/2019) available here: [2019\\_NOFA\\_Procedures](#)

All components of the FY 2019 application will be submitted to HUD on Monday, September 30. Please contact [kcrozier@cambridgema.gov](mailto:kcrozier@cambridgema.gov) with questions or feedback. Thank you to all CoC project applicants, subrecipients, partners & CoC Board members for your contributions to this year's submission!

**Categories:** [Announcements](#), [NOFA](#)

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Project Name

Heading Home: Solid Ground

Start Date

2/1/2018

End Date

1/31/2019

Q2. Total beds/units

6

Total CH beds

6 100%

Q5. Total clients

6

Total adults

6

Total leavers

0

DATA QUALITY (Q6)

dk/r/m Error Rate

	dk/r/m	Error Rate
DOB	0	0%
Race	0	0%
Ethnicity	0	0%
Gender	0	0%
Veteran Status	0	0%
Disabling Condition	0	0%
Income (entry)	0	0%
Income (exit)	0	0%
Relationship to HoH	0	0%
Income (annual)	0	0%
Destination	0	0%

# of elements <10% error 10

Q8. HH With Children

0 0%

Q8. Total HH Served

6

Q2. Avg. daily bed utilization

88%

Q11. 18-24, Without Children

0 0%

Q13a1. Mental Illness

5 83%

Q13a1. Alcohol + Drug Abuse

5 83%

Q13a1. Chronic+HIV+DD+PD

5 83%

Q14. DV

1 17%

Q5a. Veterans

0 0%

Q5a. CH

6 100%

ACCESS TO INCOME/BENEFITS

Q19a3. % with increased total income 60%

Q20b. Total with 1+ source

4

Q20b. Total with 1+ source

0

Total leavers + stayers w/ 1+ source

4 67%

HOUSING STABILITY

Q23a. Permanent subtotal 0

Q23b. Permanent subtotal 0

Total stayers 6

% successful exits/retention 6 100%

EXPENDITURES

Amount of Contract \$97,747

Q28. Total Expenses + Admin \$89,857

Unspent funds \$7,890

Percent spent 92%

PRIOR YEAR RECAPTURE \$9,152.00

PRIORITY POPULATIONS

# of populations with 50%+ 1

(at least 50% of HH served meet criteria)

INTENSIVE SERVICE NEEDS

# of populations with 50%+ 3

(at least 50% of HH served meet criteria)

Cambridge CoC - CoC Program Renewal Scorecard FY19 NOFA

Heading Home: Solid Ground	Data Source	Data Source (old)	Performance	Max	Scale	Score
<b>CLIENT OUTCOMES</b>						
<b>Housing Stability</b>						
% of clients remaining in PH or exiting to permanent destination	Q23a, Q23b	Q29a1, Q29a2	100%	20	> 98% 96 - 97.9% 94 - 95.9% 92 - 93.9% 90 - 91.9% 82.5 - 89.9% 75 - 82.4% 67.5 - 74.9% 60 - 67.4% < 60%	20 18 16 14 12 10 8 6 4 0
Goal: > 90%						
<b>Access to income &amp; benefits</b>						
% of adults who increased total income	Q19a3	Q24b3	60%	10	> 40% 40% 36 - 39% 32 - 35% 28 - 31% <28%	10 8 6 4 2 0
Goal: > 35%						
% of households receiving non-cash benefits	Q20b	Q26a2, Q26b2	67%	10	100% 95 - 99.9% 90 - 94.9% 85 - 89.9% 80 - 84.9% < 80%	10 8 6 4 2 0
Goal: > 85%						0
<b>HUD &amp; LOCAL PRIORITIES</b>						
<b>Housing First</b>			HF	2	Project is Housing First Not Housing First	2 0
Project must meet Housing First Threshold as indicated in application.	Project applic	Project application				
<b>Priority populations</b>				4	4 populations 3 populations 2 populations 1 populations 0 populations	4 3 2 1 0
Project can receive 1 point for each priority population served (Chronically Homeless, Veterans, Youth, Households with Children). To receive points, at least 50% of households served during the reporting year must be a priority population.	Q5a, Q8	Q8, Q16, Q21	1			1
<b>Populations with intensive service needs</b>				4	4 populations 3 populations 2 populations 1 populations 0 populations	4 3 2 1 0
Project can receive 1 point for each population with intensive service needs: serious mental illness; substance use; chronic health condition (HIV/AIDS, developmental and physical disability); and domestic violence. To receive points, at least 50% of households served during the reporting year must be a population with intensive service needs.	Q13, Q14	Q18, Q19	3			3
<b>Dedicated units for Chronically Homeless</b>	HIC / Proj, Ap; HIC / Proj, App.		6	20	# of dedicated CH units % of dedicated units	up to 10 up to 10
1 points per unit (max 10) plus up to 10 points for percentage of units dedicated (100% = 10, 90%=9, 80%=8, etc.)			100%			6 10
<b>PROJECT CAPACITY</b>						
<b>HMIS Data Quality</b>						
Exits to known destinations	Q6	DQ report	0%	5	< 5% 5 - 20% 20 - 40% 40 - 60% 80 - 40% > 80%	5 4 3 2 1 0
Maximum points for less than 5% missing destination data. Projects with 0 exits will receive full points.						
Data completeness	Q6	DQ report	10	10	10 elements <10% error rate 9 elements <10% error rate 8 elements <10% error rate 7 elements <10% error rate 6 elements <10% error rate 5 elements <10% error rate 4 elements <10% error rate 3 elements <10% error rate 2 elements <10% error rate 1 element <10% error rate	10 9 8 7 6 5 4 3 2 1
Maximum points when error rate is below 10% for each of the following 10 universal data elements: DOB, Race, Ethnicity, Gender, Veteran Status, Relationship to HoH, Disabling Condition, Income at entry, Income at annual assessment, and Income at Exit. Example: 10 points for low error rate on all 10 elements, 7 points for error rate below 10% on 7/10 elements.						
<b>Utilization Rate</b>	Q2	Q10, 11	88%	5	> 90% 85 - 90% 80 - 84.9% < 80%	5 3 1 0
Average daily bed utilization						3
<b>Reporting deadlines</b>	DHSP records	DHSP records		5	All deadlines met Any deadline missed	5 0
Project meets all reporting deadlines.						
<b>Expenditures/Recaptures</b>	DHSP records	DHSP records	92%	5	≤ 90% of budget spent < 90% of budget spent	5 0
Project expends contracted budget.						
<b>TOTAL SCORE</b>				100		80

FY19 COC REALLOCATION ASSESSMENT

Project Name

1. Has the project had significant recaptures in the past two completed grant cycles?

Recapture amount	\$7,890.22
Recapture amount	\$9,152.00
	\$17,042.22

2. Does the project contribute to the CoC's progress in improving System Level Performance?

SPM 4	Percentage of adults who increased total income	60%
SPM 7	% successful exits/retention of permanent housing	100%

3. Does the project contribute to the CoC's progress in meeting HUD Policy Priorities?

Project contributes to at least one of HUD's priority subpopulations	Y
Project uses a Housing First Approach	Y
Project maximizes mainstream resources	Y
Project contributes to Coordinated Entry and/or promotes client choice	Y

4. Does the project align with local funding priorities and CoC programming needs?

5. What are the CoC grant fund costs per permanent housing exit/placement?

Contract amount	=	$\frac{\$97,747}{6}$	=	\$16,291
number of successful exits & retentions				
Total Project Budget	=	$\frac{\$153,320}{6}$	=	\$25,553
number of successful exits & retentions				

Based on responses above, is reallocation recommended?



5 Western Avenue, Cambridge MA 02139 T: 617 349 6363 F: 617 349-6339 TTY/TTD: 617 349 6330

September 24, 2019

Janice Alger  
Assistant Director for Administration  
Cambridge Department of Human Service Programs

Dear Janice,

I am writing to document the partnership between the Cambridge Community Learning Center (CLC) and the Cambridge Continuum of Care (CoC). CLC and CoC staff have worked closely together for many years to increase access to education and training opportunities for persons experiencing homelessness and housing instability in Cambridge. Our partnership includes:

- **Serving clients experiencing homelessness in the Cambridge CoC** – For several years, the CLC has served persons experiencing or recently exiting homelessness in Cambridge, and prioritizes Cambridge residents, including those living in shelters, for services. CLC offers a wide array of free classes for adult learners, including basic reading, writing and math classes; GED/HiSET preparation; and classes focused on training for careers in healthcare and information technology. The CLC frequently serves clients living in shelters in the Cambridge CoC, and actively recruits participants through the CoC's network of homeless services providers.
- **Information-sharing and promotion of one another's programs and services** –CLC staff share information with CoC staff about opportunities such as application availability for training programs and open houses at the CLC, and CoC staff distribute these materials and opportunity announcements through CoC listservs, newsletters, and at public meetings. CoC staff assist CLC staff with referrals to homeless services and resources when participants in their programs experience a housing crisis, and work to facilitate connections between shelter staff and CLC staff to better serve shared clients.

I look forward to continuing our longstanding partnership and working to promote increased access to education and training opportunities for persons experiencing and exiting homelessness in Cambridge.

Sincerely,

A handwritten signature in blue ink that reads "Kefallinou".

Maria Kefallinou  
Director  
Cambridge Community Learning Center





September 24, 2019

Dear Janice,

I am writing to document the partnership between Cambridge's Office of Workforce Development (OWD) and the Cambridge Continuum of Care (CoC). OWD and CoC staff have worked closely together for many years to increase access to training, support and employment opportunities for persons experiencing homelessness and housing instability in Cambridge. Our partnership includes:

- **Serving clients experiencing homelessness in the Cambridge CoC** – For several years, the Cambridge Employment Program (CEP) has served persons experiencing or recently exiting homelessness in Cambridge. CEP services include career counseling and job placement assistance. Additionally, OWD's Cambridge Works and Next Up programs offer more intensive job-readiness training and on-the-job work experience. OWD's employment programs frequently accept referrals from service providers in the Cambridge CoC, and actively recruit participants through the CoC's network of homeless services providers.
- **Information-sharing and promotion of one another's programs and services** –OWD staff frequently share information with CoC staff about opportunities such as recruitment for employment training programs and job fairs, and CoC staff distribute these materials and opportunity announcements through CoC listservs, newsletters, and at public meetings. Additionally, OWD staff regularly present at local CoC meetings, specifically the Homeless Services Planning Committee, about employment programs' availability, access, and eligibility and referral requirements. CoC staff assist OWD staff when requested with referrals to homeless services and resources when participants in their programs experience a housing crisis.

I look forward to continuing our longstanding partnership and working to promote increased access to employment training and opportunities for persons experiencing and exiting homelessness in Cambridge.

Sincerely,

A handwritten signature in black ink that reads "Susan E. Mintz".

Susan E. Mintz

Director

Cambridge Office of Workforce Development



ATTACHMENT 7

The documents in this attachment are:

- HMIS Policies and Procedures
- CoC Governance Charter – Appendix A: HMIS Governance Charter
- HMIS Participant Agreements

City of Cambridge  
Homeless Management Information System (HMIS)

# POLICIES & PROCEDURES

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City of Cambridge Department of Human Service Programs  
Planning & Development Division  
51 Inman Street, 2nd Floor  
Cambridge, MA 02139



## Revision History

Date	Author	Description
10/19/2011	DHSP, P&D	First draft to be distributed to HMIS Committee
11/10/2011	DHSP, P&D	Draft for distribution to full HSPC
12/30/2012	DHSP, P&D	Glossary of terms added
1/13/2014	DHSP, P&D	Removal of HPRP and PULSE references; addition of ESG CAPER information; replaced SHP & SPC with CoC
12/8/2014	DHSP, P&D	Updated to reflect 2014 Data Standards
6/27/2016	DHSP, P&D	Updated to reflect change in data elements (2015), HMIS Vendor, Client Consent procedure and System Performance Measure report requirement.
10/08/18	DHSP, P&D	Updated to reflect change in data elements (2017), automation of user account expiration, data quality procedure.

# TABLE OF CONTENTS

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This document provides the framework for the ongoing operations of the City of Cambridge Homeless Information Management System (CHMIS).

1 Project Overview	4
2 Governing Principles	5
3 Roles and Responsibilities	6
4 Operating Procedures	8
5 Glossary	13

# 1 PROJECT OVERVIEW

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The purpose of the Cambridge Homeless Management Information System (CHMIS) is to provide a robust and comprehensive system for collecting and disseminating information about persons experiencing homelessness and the homelessness service system in the City of Cambridge. The long-term vision of HMIS is to enhance Partner Agencies' collaboration, service delivery and data collection capabilities. Accurate information will put the City of Cambridge Continuum of Care (CoC) in a better position to plan for future needs and meet the reporting requirements of the U.S. Department of Housing and Urban Development (HUD).

The mission of the Cambridge Continuum of Care HMIS is to be an integrated network of homeless and other service providers that use a central database to collect, track and report uniform information on client needs and services. This system will meet Federal requirements and also enhance service planning and delivery.

The fundamental goal of HMIS is to document the demographics of homelessness in Cambridge according to the HUD HMIS Data Standards (updated in 2014). The project aims to identify patterns in the utilization of assistance, and document the effectiveness of services for clients. This will be accomplished through analysis of data that are gathered from the actual experiences of individuals and families experiencing homelessness and from the service providers who assist them in shelters and homeless assistance projects throughout the City.

Data that are gathered via intake interviews and project participation will be used to complete HUD Annual Performance Reports and, more broadly, will inform system-level performance measure reports on the Cambridge CoC as a community wide system of care. These data may also be analyzed to provide unduplicated counts and anonymous aggregate data to various stakeholders in the Continuum of Care. The HMIS project utilizes a web-enabled application residing on a central server to facilitate data collection by homeless service organizations across the City. Access to the web-based application is limited to agencies formally participating in the project and then only to authorized staff members who meet the necessary training and security requirements.

The City's Planning and Development Division within the Department of Human Service Programs (DHSP) staffs and is the lead agency for HMIS. DHSP Grant Managers are the authorizing agents for all agreements made between Partner Agencies and DHSP. HMIS Project Staff are responsible for the administration of the web-based application and user access. HMIS Project Staff also provide technology, training and technical assistance to users of the system throughout the City.

The HMIS Working Group provides oversight and guidance to HMIS. This group is committed to balancing the interests and needs of all stakeholders involved: individuals and families experiencing homelessness; service providers; case managers and end users; funders; and policymakers.

Potential benefits of HMIS include:

- Improved service coordination when information is shared among case management staff within one agency or with staff in other agencies (with written client consent) who are serving the same clients;
- Aggregated information that can be used to develop a more complete understanding of clients' needs and outcomes, and then used to advocate for additional resources, complete grant applications, conduct evaluations of project services, and report to funding agencies such as HUD;
- Capacity to generate HUD Annual Performance Reports (APRs) for Continuum of Care grants and Consolidated Annual Performance and Evaluation Report (CAPER) reporting for Emergency Solutions Grants (ESG) (specifically CR-65 ESG Persons Assisted), as well as other HUD reports such as the Annual Homeless Assessment Report to Congress (AHAR), Housing Inventory Count (HIC), and System Performance Measures
- In accordance with the HEARTH Act, data will contribute to the whole of the CoC in order to track and analyze system level performance. Therefore, aggregated data are used to inform policy decisions aimed at addressing and ending homelessness at local, state and federal levels.

## 2 GOVERNING PRINCIPLES

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The overall governing principles upon which all decisions pertaining to HMIS are based are described below. Participants are expected to read, understand and adhere to the spirit of the principles, even when the Policies and Procedures do not provide specific direction.

### Confidentiality

The rights and privileges of clients are crucial to the success of Cambridge's HMIS. These policies will ensure clients' privacy without impacting the delivery of services, which is the primary focus of agencies and projects participating in HMIS.

Policies regarding client data are founded on the premise that a client owns his/her own personal information and provide the necessary safeguards to protect client, agency and policy level interests. Collection, access and disclosure of client data through HMIS will only be permitted by the procedures described in this document.

### Data Integrity

Client data are the most valuable and sensitive asset of HMIS. These policies will ensure integrity and protect this asset from accidental or intentional unauthorized modification, destruction or disclosure.

### System Availability

The availability of a centralized data repository is necessary to achieve the ultimate citywide aggregation of unduplicated homeless statistics. HMIS Project staff are responsible for ensuring the broadest deployment and availability for homeless service agencies in the City of Cambridge.

### Compliance

Violation of the policies and procedures described in this document will have serious consequences. Any deliberate or unintentional action resulting in a breach of confidentiality or loss of data integrity will result in the withdrawal of system access for the offending entity.

# 3 ROLES AND RESPONSIBILITIES

---

## City of Cambridge Continuum of Care

### CoC HMIS Committee

- Project direction and guidance
- Approval of project forms and documentation
- Project participation and feedback

## City of Cambridge, DHSP

### Planning and Development Division

- Lead agency for HMIS administration and overall responsibility for project
- Project funding
- Liaison with HUD
- Project Staffing
- Procurement of software and licenses
  - Selection of system software
- Manage contract with software vendor
- User Administration
  - Add and remove partner agency HMIS administrators
  - Manage user licenses
- Creation of project forms and documentation
- Project policies and procedures compliance
- Signatory for Memorandums of Understanding
- Keeper of Signed Memorandums of Understanding

### Training Coordinator

- Adherence to HUD Data Standards
- Application customization
- Curriculum development
- Training documentation
- Confidentiality training
- Application training for Agency Administrators and End Users
- Outreach/end user support
- Training timetable
- Helpdesk

### Data Analyst

- Adherence to HUD Data Standards
- Application customization
- Data monitoring
- Data validity
- Aggregate reporting and extraction
- Assist Partner Agencies with agency-specific data collection and reporting needs (within reason and within constraints of other duties)

## **Partner Agency**

Any agency, group, or other entity that has completed an Agency Agreement with DHSP is a Contributory HMIS Organization (CHO), or Partner Agency. All Partner Agencies must abide by all policies and procedures outlined in this manual, which are subject to change. Partner Agencies must complete an Agency Agreement with DHSP before gaining access to HMIS. Partner Agencies are responsible for the conduct of their End Users and the security of End User Accounts.

### **Partner Agency Executive Director**

- Authorizing agent for Partner Agency Agreement
- Designation of HMIS Agency Administrator
- Agency compliance with Policies & Procedures
- Each Partner Agency is responsible for ensuring they meet the Privacy and Security requirements detailed in the HUD HMIS Data and Technical Standards. Annually, Partner Agencies will conduct a thorough review of internal policies and procedures regarding HMIS.

### **Partner Agency Administrator**

Each Partner Agency will designate an HMIS Agency Administrator to serve as primary contact between DHSP and the Partner Agency, and send that person's name and contact information to HMIS Project Staff. Changes to that information should be promptly reported to DHSP. HMIS Agency Administrators are responsible for:

- Project compliance with Policies & Procedures
- Authorizing agent for Partner Agency User Agreements
- Keeper of Executed Client Informed Consent forms
- Authorizing Agent for User ID requests
- Staff workstations
- Internet connectivity
- End user adherence to workstation security policies
- Detecting and responding to violations of the Policies & Procedures
- First level end user support
- Maintain agency/project data in HMIS application
- Authorizing agent for Data Quality Monitoring

### **Agency Staff**

- Safeguard client privacy through compliance with confidentiality policies
- Data collection as specified by training and other documentation

## **Non-Cambridge HMIS Partner Agency**

Agencies using a comparable HMIS must either provide DHSP access to their HMIS system, or submit data to DHSP on at least a quarterly basis. Data should be submitted in the .csv format specified by HUD (see [HMIS Comma-Separated Value Format Specifications v 6.12](#)). Non-Cambridge HMIS Partner Agencies must assign a staff member to be the primary point of contact with HMIS Project Staff.

# 4 OPERATING PROCEDURES

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## 1. Security and CHMIS Access

Bitfocus, Inc. will host the Cambridge HMIS Clarity Human Services Software. Each Agency is responsible for providing and maintaining computer hardware and Internet service. Each administrative staff or end user that a participating agency determines will have access to Clarity Human Services' Software will be issued a user license (login ID and password) once the initial training is complete and the *CHMIS Partner Agency User Agreement Form* has been signed.

### (a) End User Accounts

HMIS Project Staff will provide an End User License username and initial password to each authorized End User once the initial HMIS training has been completed and the Cambridge HMIS *User Policy, Responsibility Statement and Code of Ethics* form has been signed. End User Accounts are assigned on a per-person basis, rather than to a particular position or role. End User Accounts are not to be exchanged, shared, or transferred between personnel at any time. Sharing of End User Accounts is a breach of these Policies and Procedures and a violation of the *Partner Agency Agreement* and the *Agency Administrator Agreement*.

Under no circumstances shall a Partner Agency demand that an End User hand over his or her username and password. Partner Agencies shall inform the CHMIS System Administrator of any changes in personnel or other requests to revoke or disable user licenses.

Licenses and access to Clarity Human Services Software will be cancelled immediately for any staff that terminates employment or changes roles where software access is no longer required. The Participant's Agency Administrator will notify the CHMIS System Administrators of staff changes within seven (7) business days.

### (b) End User Inactivity

End Users who have not logged into the system in the previous 90 days will result in automatic deactivation. Prior to deactivation, the user will receive an automated email informing them of the pending action to their account. End Users may have their CHMIS accounts locked or removed to maintain the security, confidentiality, and integrity of the system.

### (c) User Access Levels

The Partner Agency shall designate one User to be the Agency Manager, identify and approve their respective users, and determine Clarity Software user access level for their respective users. The level will be based on each user's job function as it relates Clarity Software's data entry and retrieval schema. HMIS Project Staff will aid in the determination of HMIS User access level when requested.

### (d) Passwords

End User Account passwords should never be written on any item left in their office, desk, or other workspace, and passwords should never be in view of any other person.

### (e) Connectivity and Computer Systems

Partner Agencies will connect to CHMIS independently via the internet and are responsible for providing their own secure internet connectivity and computer systems sufficient for doing so. HMIS Project Staff may provide consultation or advice in securing sufficient internet connectivity and computer systems. HMIS Project Staff provides technical support to Partner Agency's solely for CHMIS.

**(f) Workstation Security**

At a minimum, the primary workstation used by each End User to log in to CHMIS should be configured to meet the following best practices:

- Password-protected log on for the workstation itself;
- Password-protected (aka locked) screensaver after five minutes or more of inactivity;
- Operating system updated with manufacturer's latest patches at least weekly;
- Ports firewalled;
- Systems scanned at least weekly for viruses and malware.

HMIS Project Staff may provide some recommendations or advice in pursuing these best practices, but proper workstation configuration remains the responsibility of each Partner Agency.

**(g) Local Data Storage and Transfer**

Partner Agency Users are responsible for maintaining the security and confidentiality of any client-level data extracted from the database and stored locally, including all data used in internal reporting. No identifiable client-level data is to be transmitted unless it is properly protected. Security questions should be addressed to HMIS Project Staff.

**(h) Remote System Access**

Users working off site using an agency's portable device must only access HMIS using a secure, password-protected, non-public wi-fi connection. Partner Agencies and End Users must abide by these Policies and Procedures and ensure the security and confidentiality of client data regardless of the computer used to log in to the system. For this reason, End Users are strongly cautioned against extracting and storing personally identifiable client information on their own personal computers and internet devices.

**(i) Client Access to Records**

Clients may not be denied access to their own records. Clients have the right to see their information contained in Clarity Software. If a Client requests, the Participant/User must review the information with the client.

**(j) Training**

HMIS Project Staff will coordinate adequate and timely training for all End Users prior to issuing an End User Account. Additionally, HMIS Project Staff will post training aids, reference material, and other support in the HMIS section of the Cambridge CoC website (<https://cambridgecoc.org/hmis/training-guides-and-manuals/>).

**(a) Standard Data Collection**

It is the responsibility of Agencies and respective users to ask for all required data elements (Universal Data Elements and Program-Specific Data Elements) from each client entered into the HMIS. Complete and accurate data is essential to the system's success; however it is important to note exceptions:

- Clients may refuse to provide information without being denied services.
- In the case where there is a conflict with collecting data and the provision of quality services and/or client safety, providers should not enter personal identifying information.

Although each participant will use the HMIS in various capacities, the minimum data fields required for all providers regardless of funding source are detailed in Table A below. HUD has mandated these universal data elements for all clients entered into a HMIS. For providers receiving HUD McKinney funding (CoC and ESG) there are additional program specific data elements which are detailed in Table B. Please refer to the [2017 HMIS Data Standards Manual](#), for more information on data elements required by HUD and other federal partners. Other Local Data Elements (LDE) and data collection protocols will be set by the HMIS Lead Agency as-needed for adequate data analysis and meeting objectives of local plans.



### Table A: Universal Data Elements

The following HUD-mandated Universal Data Elements will be collected for the purposes of unduplicated estimates of the number of homeless people accessing services from homeless providers, basic demographic characteristics of people who are homeless, and their patterns of service use.

3.1	Name	3.10	Project Start Date
3.2	Social Security Number	3.11	Project Exit Date
3.3	Date of Birth	3.12	Destination
3.4	Race	3.15	Relationship to Head of Household
3.5	Ethnicity	3.16	Client Location
3.6	Gender	3.20	Housing Move-in Date
3.7	Veteran Status	3.917	Living Situation
3.8	Disabling Condition		

### Table B: Program Specific Data Elements for HUD CoC and ESG Funded Projects

The following Program-Specific Data Elements will be collected for projects that are required to report to HUD and other organizations. Other agencies without this reporting requirement may also collect these elements to facilitate a better understanding of the homeless population in the City of Cambridge.

4.2	Income and Sources	4.9	Mental Health Problem
4.3	Non-Cash Benefits	4.10	Substance Abuse
4.4	Health Insurance	4.11	Domestic Violence
4.5	Physical Disability	4.12	Contact
4.6	Developmental Disability	4.13	Date of Engagement
4.7	Chronic Health Condition	4.14	Bed Night Date (ESG Night by Night projects only)
4.8	HIV/AIDS	4.18	Housing Assessment Disposition

**Service and Shelter Records** includes Bed Register and ESG-specific service fields (if applicable).

**Extended Data** are optional and include Case Notes, Referrals, Goals, Action Steps, Follow-Up Plans, and Self-Sufficiency Matrix measurements.

#### (b) Informed Client Consent

Partner Agencies post a Data Privacy Notice in all areas where client intakes are conducted.

Agencies will collect and retain signed client consent forms before any client data will be entered into the CHMIS. Partner Agency staff will thoroughly explain the client consent to each client.

CHMIS will provide a standard *CHMIS Agency Authorization for Release of Information form* to all Partner Agencies. Clients cannot be denied services if consent to data collection is not given.

CHMIS will provide a *Client Consent Information Sheet and Client Consent Form* to review with client in order to obtain authorization to share basic identifying information with other participating providers of the CHMIS in Clarity. If a client does not grant such authorization, then the client profile record will be marked "private" and therefore not be shared.

#### (c) Appropriate Data Collection

CHMIS End Users will only collect, enter or access Clients in the HMIS that exist as Clients under the User's area of service. End Users will only collect data relevant to the delivery of services to people experiencing a housing crisis in the City of Cambridge.

**(d) Additional Data Elements**

Data element customization will be provided as needed, e.g. special projects such as preventive homeless projects in which the HMIS database is used for this data collection. Data customization will only be done after approval by and under the direction of HMIS Project Staff.

### 3. Quality Assurance

**(a) Commitment to Data Quality**

Partner Agencies are responsible for timely, accurate, and complete entry of client-level data.

**(b) Data Element Completion**

For each type of data element, the following completion rates are expected.

Data Element Type	Element Completion (overall completion per element)		
	Low	Minimum	Target
Universal Data Element (UDE)	<90%	90%	98%
Program Specific Data Element	<85%	85%	95%

**(c) Data Integrity Expectations and Support**

To ensure high quality data and ease in the generation of reports and analysis, the following data integrity expectations and supports will be observed:

- Data will be entered in a timely manner, according to specifications outlined in the [CHMIS Data Quality Improvement Plan](#).
- The Cambridge HMIS Working Group will approve (and update as needed) a Data Quality Improvement Plan that will define expectations for timeliness, accuracy and completeness of data, and establish timelines for monthly data quality monitoring.
- Attention to accuracy of participants' project entry and exit dates
- HMIS Staff will provide support to Partner Agencies as-needed for corrections of data.

### 4. Data Retrieval

**(a) Partner Agencies**

Partner Agencies will have access to retrieve any client-level data entered by their projects, other data as defined by the data sharing policies and procedures in this manual, and by the *CHMIS Informed Consent and Release of Information Authorization Form*.

**(b) HMIS Project Staff**

HMIS Project Staff will have access to retrieve all data in the CHMIS. HMIS Project Staff will not access individual client data for purposes other than maintenance, troubleshooting, providing reports, and checking for data integrity.

**(c) Bitfocus, Inc.**

Bitfocus will not access the system except for purposes of software maintenance, troubleshooting, and data conversion.

**(d) Client**

Any client will have access to view, or keep a printed copy of, his or her own records contained in the CHMIS within a reasonable period of time. No client shall have access to another client's records in the CHMIS.

**(e) Continuum of Care**

HMIS Project staff will regularly provide de-identified and aggregate reports to the Continuum of Care in support of its mission to prevent, reduce, and eliminate homelessness.

**(f) Public**

CHMIS, in consultation with the HMIS Working Group, will address all requests for data from entities other than Partner Agencies or clients. No client-level data will be provided to any party, even a client requesting their own data, unless the Partner Agency who entered the data is unable to satisfy the client's request. All requests from the public for HMIS reports must be made in writing. HMIS Project Staff will compile and publish certain periodic reports for public consumption regarding homelessness and housing issues in the City of Cambridge based on data available in HMIS. At no time will published, publicly-available reports contain client-level or identifiable data.

**(g) Ethical Data Use**

Data contained in the CHMIS will only be used to support the delivery of homeless and housing services in Cambridge. Each HMIS End User will affirm the principles of ethical data use and client confidentiality contained in this Policies and Procedures Manual and the *HMIS User Agreement*.

**(h) Access to Core Database**

No one will have direct access to the CHMIS database. Access is provided solely through the Bitfocus, Inc.

# 5 GLOSSARY

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- **Continuum of Care (CoC) Lead** – The primary decision-making entity of the CoC.
- **Contributory HMIS Organization (CHO)** – Organization that operates a contributory homeless assistance project and/or a contributory non-homeless assistance project.
- **Contributory Project** – A project, operated by a CHO, that contributes Protected Personal Information (PPI) or other client-level data to an HMIS.
- **Non-Contributory Project** – A project that does not contribute PPI or other client-level to an HMIS.
- **Homeless Assistance Project** – Project, identified by CoC as part of its homeless assistance system, whose primary purpose is to meet specific needs of people who are homeless.
- **Unduplicated Accounting of Homelessness** – Measure of extent and nature of homelessness, utilization of homeless projects over time, and effectiveness of homelessness projects.
- **HMIS Lead Agency (HMIS Lead)** – Organization designated by a CoC to operate the CoC’s HMIS.
- **End User** – An employee, volunteer, or other person affiliated with a CHO who uses or enters data in the HMIS or other administrative database from which data are periodically uploaded to the HMIS.
- **HMIS Vendor** – A contractor who provides HMIS software and/or support services for the operation of a CoC’s HMIS.
- **HMIS Participation:**
  - Projects must attempt to record all the universal data elements on all clients served and disclose to HMIS Lead at least once annually
  - All homeless assistance projects that receive funding through the CoC or ESG programs are mandated to participate
  - Victim Service Providers (as defined by VAWA) are excluded from disclosing PPI to HMIS

## APPENDIX A: HMIS Governance Charter

### Purpose

The purpose of the Cambridge Homeless Management Information System (CHMIS) is to provide a robust and comprehensive system for collecting and disseminating information about persons experiencing homelessness and the homelessness service system in the City of Cambridge. The long-term vision of HMIS is to enhance Partner Agencies' collaboration, service delivery and data collection capabilities. Accurate information will put the City of Cambridge Continuum of Care in a better position to plan for future needs and meet the reporting requirements of the U.S. Department of Housing and Urban Development (HUD).

The mission of the Cambridge Continuum of Care HMIS is to be an integrated network of homeless and other service providers that use a central database to collect, track and report uniform information on client needs and services. This system will meet Federal requirements and also enhance service planning and delivery.

The fundamental goal of CHMIS is to document the demographics of homelessness in Cambridge according to the HUD HMIS and Data Standards. The project aims to identify patterns in the utilization of assistance, and document the effectiveness of services for clients. This will be accomplished through analysis of data that are gathered from the actual experiences of individuals and families experiencing homelessness and from the service providers who assist them in shelters and homeless assistance programs throughout the City.

### Charter Definition

This document defines the governance structure of the CHMIS. The charter is intended to be used as a statement of the roles and responsibilities of the HMIS Lead Agency, the CoC Lead Agency and the HMIS Working Group as they relate to managing the CHMIS.

### Roles & Responsibilities

The City's Planning and Development Division within the Department of Human Service Programs (DHSP) staffs and is the lead agency for both the CoC and the CHMIS. DHSP Grant Managers are the authorizing agents for all HMIS agreements made between Partner Agencies and DHSP. HMIS Project Staff are responsible for the administration of the web-based application and user access. HMIS Project Staff also provide technology, training and technical assistance to users of the system throughout the City.

The HMIS Working Group provides important oversight and guidance to HMIS. This group is committed to balancing the interests and needs of all stakeholders involved: individuals and families experiencing homelessness; service providers; case managers and end users; funders; and policymakers.

### City of Cambridge Continuum of Care

HMIS Working Group – members must be active HMIS users and/or manage staff using HMIS.

- Project direction and guidance – includes oversight of implementation of the HMIS
- Approval of HMIS project forms and documentation
- Project participation and feedback
- Prioritization of issues

### City of Cambridge, DHSP

Planning and Development Division

- Lead agency for HMIS administration and overall responsibility for project
- Project funding
- Liaison with HUD
- Project Staffing

- Procurement of software and licenses
  - Selection of system software
- Manage contract with software vendor
- User Administration
  - Add and remove partner agency HMIS administrators
  - Manage user licenses
- Creation of project forms and documentation
- Project policies and procedures compliance
- Signatory for Memorandums of Understanding
- Keeper of Signed Memorandums of Understanding

#### Training Coordinator

- Adherence to HUD Data Standards\*, Security Plan and Privacy Plan
- Application customization
- Curriculum development
- Training documentation
- Confidentiality training
- Application training for Agency Administrators and End Users
- Outreach/end user support
- Training schedule
- Helpdesk

#### Data Analyst

- Adherence to HUD Data Standards\*
- Application customization
- Data monitoring
- Data validity
- Aggregate reporting and extraction
- Assist Partner Agencies with agency-specific data collection and reporting needs (within reason and within constraints of other duties)

\*HUD Data Standards and HMIS Requirements: <https://www.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual.pdf>

## Partner Agency

Any agency, group, or other entity that has completed an Agency Agreement with DHSP is a Contributory HMIS Organization (CHO), or Partner Agency. All Partner Agencies must abide by all policies and procedures outlined in this manual, which are subject to change. Partner Agencies must complete an Agency Agreement with DHSP before gaining access to HMIS. Partner Agencies are responsible for the conduct of their End Users and the security of End User Accounts.

#### Partner Agency Executive Director

- Authorizing agent for Partner Agency Agreement
- Designation of HMIS Agency Administrator
- Agency compliance with Policies & Procedures
- Each Partner Agency is responsible for ensuring they meet the Privacy and Security requirements detailed in the [HMIS Data and Technical Standards](#). Annually, Partner Agencies will conduct a thorough review of internal policies and procedures regarding HMIS.

#### Partner Agency Administrator

Each Partner Agency will designate an HMIS Agency Administrator to serve as primary contact between DHSP and the Partner Agency, and send that person's name and contact information to HMIS Project Staff.

Changes to that information should be promptly reported to DHSP. HMIS Agency Administrators are responsible for:

- Program compliance with Policies & Procedures
- Authorizing agent for Partner Agency User Agreements
- Keeper of Executed Client Informed Consent forms
- Authorizing Agent for User ID requests
- Internet connectivity
- End user adherence to workstation security policies
- Detecting and responding to violations of the Policies & Procedures
- Maintain agency/program data in HMIS application
- Authorizing agent for Data Quality Monitoring

#### Agency Staff

- Safeguard client privacy through compliance with confidentiality policies
- Data collection as specified by training and other documentation

### Non-Cambridge HMIS Partner Agency

Agencies using a comparable HMIS must either provide DHSP access to their HMIS system, or submit data to DHSP on at least a quarterly basis. Data should be submitted in the .csv format specified by HUD (see [HMIS Comma-Separated Value Format Documentation](#)). Non-CHMIS Partner Agencies must assign a staff member to be the primary point of contact with HMIS Project Staff.

### Meetings

HMIS Project Staff within the HMIS Lead Agency convene HMIS meetings every other week. These meetings allow HMIS staff to check in with DHSP grant managers on HMIS issues including software bugs, reporting (APRs), project development, HMIS trainings, etc.

The HMIS Working Group meets quarterly to inform and advise the operations, policies and procedures of the CHMIS implementation and to provide feedback from end users on a regular basis.

Additionally, HMIS Project Staff attend all monthly CoC meetings to report to the larger group on progress, updates and issues related to HMIS. CoC members are invited to participate in the HMIS Working Group, and are given an opportunity to provide feedback on the HMIS implementation to both HMIS Working Group members and HMIS Project Staff.

Cambridge Homeless Management Information System (CHMIS)  
Participation Agreement Between the  
Cambridge Department of Human Service Programs and  
Bridge Over Troubled Waters (Agency name)

This agreement is entered into on 8/18/17 (mm/dd/yy) between the City of Cambridge, on behalf of its Department of Human Service Programs, hereafter known as "DHSP" and Bridge Over Troubled Waters (Agency Name), hereafter known as "Agency," regarding access and use of the Cambridge Homeless Management Information System, hereafter known as "CHMIS."

## I. Introduction

The CHMIS, a shared homelessness database allows authorized personnel at participating homeless services provider agencies that participate in the Cambridge Continuum of Care ("Cambridge CoC") to enter, track, and report on information concerning their own clients, and to share information, subject to appropriate inter-agency agreements, on common clients. CHMIS uses Clarity Human Services ("Clarity"), a database management system hosted by Bitfocus, Inc. The Clarity database management system also allows the City to import U.S. Department of Housing and Urban Development ("HUD") and City required data about homeless persons and the services they receive from other agencies participating in the Cambridge CoC.

This Agreement is made for the purpose of defining and setting forth certain obligations, rights and duties of the DHSP, the CHMIS Working Group, as referenced in the CHMIS Governance Charter (hereinafter, "Working Group"), and the Agency. It is made solely for the benefit of the DHSP, the Working Group and the Agency and their respective employees, heirs, personal representatives, successors and assigns. No other person or entity shall have any rights of any nature (including any rights as a third party beneficiary) under this Agreement or by reason hereof. Without limiting the generality of the preceding sentence, no user of the CHMIS system in his or her capacity as such and no current, former or prospective client of any agency shall have any rights of any nature under this Agreement or by reason hereof.

The goals of the CHMIS are to:

- Improve coordinated care for and services to homeless persons in the City of Cambridge;
- Provide a user-friendly and high quality automated records system that expedites client intake procedures, and supports the collection of quality information that can be used for program improvement and service-planning; and
- Meet the reporting requirements of HUD, and other funders as needed.



In compliance with all state and federal requirements regarding client/consumer confidentiality and data security, the CHMIS is designed to collect and deliver timely, credible, quality data about services and homeless persons or persons at risk for being homeless. The DHSP's Planning and Development Office administers, monitors and hosts the CHMIS through Clarity, and is responsible for allowing and limiting other participating agencies access to the CHMIS database.

## II. DHSP Responsibilities

1. The DHSP will provide the Agency with 24-hour access to the CHMIS data-gathering system, via internet connection.
2. The DHSP will provide both initial training and periodic updates to that training for relevant Agency Staff regarding the use of the CHMIS, with the expectation that the Agency will take responsibility for addressing basic training or technical needs within the Agency, before seeking help from the DHSP.
3. The DHSP will provide basic user support and technical assistance (e.g., general troubleshooting and assistance, resolving problems related to data entry, or standard report generation). Access to this basic technical assistance will normally be available during the normal business hours of the DHSP, that is, from 8:30 AM. to 8:00 PM. on Mondays, from 8:30 AM. to 5:00 PM. on Tuesdays, Wednesdays, and Thursdays, and from 8:30 AM. to 12:00 noon on Fridays (with the exclusion of holidays or any other days DHSP's offices are unexpectedly closed). Additional assistance may be available by prior arrangement with DHSP staff.
4. The DHSP will not publish reports on client data that identify specific persons. The DHSP will not publish reports on client data that identify specific agencies without prior agency (and as necessary, client) permission. Public reports otherwise published will be limited to presentation of aggregated data from the CHMIS database. DHSP will use its best effort never to release proprietary information about agencies or their services, procedures or clients without written permission of the Agency.

## III. Privacy and Confidentiality

### A. Protection of Client Privacy

1. The Agency will comply with all applicable federal and state laws regarding protection of client privacy, including but not limited to: (1) any requirements established by the U.S. Department of Housing and Urban Development (HUD) in conjunction with its HMIS requirements, as detailed in 69 Federal Register 45888 (July 30, 2004), and any superseding rule(s) that are issued by HUD, and its HMIS Data Standards Manual and HMIS Data Dictionary, as amended; (2) Massachusetts General Laws Chapters 66A, Fair Information Practices, and 93H, Security Breaches; (3) 201 CMR 17:00, Standards for the Protection of Personal Information of Residents of the Commonwealth; and (4)

Massachusetts Executive Order 504, Order Regarding the Security and Confidentiality of Personal Information.

2. The Agency will comply specifically with federal confidentiality regulations as contained in the Code of Federal Regulations, 42 CFR Part 2, regarding disclosure of alcohol and/or drug abuse records.
3. The Agency will comply specifically with the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), 45 C.F.R., Parts 160 & 164, and corresponding regulations established by the U.S. Department of Health and Human Services.
4. The Agency will comply specifically with the Violence Against Women Act Reauthorization of 2013, Public Law No: 113-4.
5. The Agency will comply with all additional policies and procedures established by DHSP pertaining to protection of client privacy.
6. The DHSP may conduct periodic audits of the Agency to enforce informed consent and privacy requirements and standards. Although the DHSP may conduct periodic audits to enforce informed consent and privacy requirements and standards, the Agency is primarily responsible for ensuring compliance with such requirements and standards.

#### **B. Client Confidentiality**

1. The Agency agrees to provide to each adult client with a copy of CoC's Client Consent Information Sheet, Client Release of Information to Sign form and Mandatory Information Notice. The Agency will provide each adult client with a verbal explanation of the CHMIS and arrange for a qualified interpreter/translator or other reasonable accommodation in the event that an individual is not literate in English or has difficulty understanding the aforementioned documents (these documents are available in English, Spanish, Haitian Creole and Portuguese). In obtaining client consent, each adult client in a household must sign the Client Release of Information to Sign form (or a DHSP approved equivalent document) to indicate consent to share Protected Personal Information ("PPI") into CHMIS. If minors are present in the household, at least one adult in the household must consent for minors by writing their names on the Client Release of Information to Sign form.
2. Informed consent must be given by clients in order for their PPI to be entered into CHMIS and shared among agencies in the CHMIS (see <http://cambridgecoc.org/hmis-participating-agencies/>). Non-identifying client information may be entered in the system for all clients regardless of whether they give their informed consent and regardless of their domestic violence status.
3. If any adult member of a household does not grant authorization to share basic identifying information and non-confidential service data via the CHMIS, then the client record should be set to "Private" in CHMIS.
4. Agency staff shall not enter PPI into CHMIS for clients who are in licensed domestic violence agencies or currently fleeing or in danger from a domestic violence, dating violence, sexual assault or stalking situation.
5. Signed Client Informed Consent/Release of Information forms (digitally signed or uploaded PDFs) are in effect for three (3) years from the date of signature.

6. The Agency will not divulge any confidential information received from the CHMIS to any organization or individual who is not expressly authorized to receive such information without proper written consent by the client, unless otherwise permitted by applicable regulations or laws.
7. A client may withdraw or revoke consent for client PPI collection by completing and signing a Revocation of Consent form. If a client revokes his/her consent, the Agency is responsible for immediately contacting DHSP and making appropriate data modifications in CHMIS to ensure that client's PPI will not be shared with other agencies participating in CHMIS or visible to the Agency staff within the system.

### C. Security

1. The Agency will permit access to the CHMIS with use of a user ID and password. Passwords shall be at least eight characters long and meet industry standards for complexity requirements, including, but not limited to, the use of at least one of each of the following kinds of characters in the passwords: upper and lower-case letters, and numbers and symbols. Passwords shall not be, or include, the username, or the CHMIS name. The use of default passwords on initial entry into the CHMIS application is allowed so long as the default password is changed upon first use. Passwords and user IDs shall be consistent with guidelines issued from time to time by HUD, DHSP and Bitfocus. The Agency will ensure that all persons who are issued a user ID and Password to the CHMIS abide by this Agreement, including all associated confidentiality provisions. The Agency will be responsible for oversight of its own related confidentiality requirements.
2. Agency will permit access to CHMIS only after the authorized user receives appropriate confidentiality training, including training provided by DHSP. Agency will also conduct ongoing basic confidentiality training for all persons with access to CHMIS and will train all persons who may receive information produced from CHMIS on the confidentiality of such information. Agency will participate in such training as is provided from time to time by DHSP. DHSP will be reasonably available during City of Cambridge defined weekday business hours for basic user support and technical assistance (i.e. troubleshooting and help with standard report generation). Defined weekday hours are Monday from 8:30 a.m. to 8 p.m., Tuesday through Thursday from 8:30 a.m. to 5:00 p.m. and Friday from 8:30 a.m. to 12:00 p.m.
3. The Agency acknowledges that ensuring the confidentiality, security and privacy of any information downloaded from the system by the Agency is strictly the responsibility of the Agency.
4. The Agency agrees that client information obtained within CHMIS is not to be used for criminal investigation of clients unless required by law in compliance with court orders, warrants and/or subpoenas.
5. The Agency understands that the CHMIS Administrators at the DHSP are the only staff at the DHSP who have access to client-level data, and that said staff are obligated under all of the same restrictions described herein as apply to Agency staff. The Agency also understands that Bitfocus, in its role as HMIS vendor and host of technical infrastructure

has access to client level data and may access it when responding to support issues and system administrator questions regarding software functionality.

6. The Agency must develop and adopt policies governing the retention of paper records containing PPI derived from CHMIS. The policy must define how long paper records are retained after they are no longer being actively utilized, and the process that will be used to destroy the records to prevent the release of PPI. The policy must require the destruction of the paper records derived from CHMIS no longer than seven years after the last day the client was served by the organization.

#### **D. Inter-Agency Sharing of Information**

1. The Agency understands it will have the ability to indicate whether or not client information Agency enters into the CHMIS may be shared with and accessible to participating agencies in the CHMIS system. Agency is responsible for determining and designating in CHMIS whether information may or may not be shared through CHMIS by using Client Consent Form(s) and the functionality application on the "Client Privacy Screen" in Clarity. If any Client does not grant authorization to share information via the CHMIS, then the Client record should be set to "Private" in CHMIS.
2. The Agency acknowledges that clients who choose not to authorize sharing of information cannot be denied services for which they would otherwise be eligible.

#### **E. Custody of Data**

1. The Agency acknowledges, and the DHSP agrees, that the Agency retains ownership over all information it enters into the CHMIS. The Agency and DHSP understand that DSHS, as administrator are custodians of information entered into the CHMIS and are not owners of said information.
2. If this Agreement is terminated, DHSP and any remaining participating agencies will have the right to use all client information previously entered into CHMIS by Agency, subject to the provisions of this Agreement. Additionally, upon termination, the Agency will receive one export copy of all data entered by the Agency into the CHMIS up to the date of termination.

### **IV. Data Entry and Regular Use of CHMIS**

1. The Agency will not permit user ID's and passwords to be shared among users, nor will it share nor permit to be shared assigned user ID's and passwords to access the CHMIS with any other organization, governmental entity, business, or individual.
2. Subject to any limitations necessitated by HIPAA or by laws protecting the privacy and confidentiality of victims of domestic violence, the Agency will enter all required data elements as defined for all persons who are participating in services funded by HUD.
3. The Agency will enter data in a consistent manner, striving for real-time, or close to real-time, data entry.

4. The Agency, through the oversight of the designated Agency CHMIS Administrator, is responsible for entering, verifying and correcting any data that it entered in CHMIS, which include: measuring the completeness of data by running HUD HMIS Data Quality Reports, APRs, ESG Reports and other Clarity canned reports; and being responsible for ensuring that staff tasked with correcting data quality issues do so in a timely manner consistent with deadlines set by DHSP.
5. The Agency will not knowingly enter inaccurate information into CHMIS.
6. The Agency will prohibit anyone with an Agency-assigned user ID and password from entering offensive language, profanity, or discriminatory comments based on race, color, religion, national origin, ancestry, handicap, age, sex, and sexual orientation.
7. The Agency will utilize the CHMIS for business purposes only, will not transmit material in violation of any federal or state laws and regulations, and will not use the CHMIS with intent to defraud any federal, state, or local government agency, or an individual entity, or to conduct any illegal activity. Prior to permitting any user to access CHMIS, DHSP will require each user to sign the CHMIS User Policy, Responsibility Statement & Code of Ethics Form ("User Policy"), which is incorporated into this Agreement, and may be amended from time to time by DHSP. Agency will comply with, and enforce the User Policy and is obligated to report to DHSP immediately any breaches of the User Policy.
8. The Agency agrees to allow access to CHMIS only from computers which are owned by the Agency or approved by the Agency for the purpose of accessing and working with CHMIS.
9. The Agency will keep updated virus protection software on Agency computers that access the CHMIS.
10. The Agency will maintain a software or hardware firewall on Agency computers that access the CHMIS.
11. The Agency will ensure that the Clarity software used on Agency computers to access the CHMIS are kept up to date with respect to security and other operating system patches, updates and fixes.
12. The Agency will ensure that each computer is protected by a screen-saver password to ensure that computers left running when staff leave their work stations are not available for use by unauthorized parties.
13. The Agency agrees that the Working Group will be the discussion and decision making center regarding the CHMIS, including process updates, policy and practice guidelines, data analysis, and software/hardware upgrades. The Agency understands that DHSP will be responsible for coordinating Working Group activities subject to the direction of the Working Group.
14. The Agency agrees to make an assigned Agency CHMIS Administrator available for Working Group meetings and trainings conducted for the purpose of improving data base utilization, including data entry and retrieval. As part of this requirement, the Agency will sign a Participating Agency CHMIS Administrator Agreement.
15. The Agency agrees that it may only release aggregated information generated by the CHMIS that is specific to its own services.
16. The Agency understands that it will have full access to all identifying and statistical data on the clients it serves, and will not have access to data on clients that it does not serve.

17. Notwithstanding any other provision of this Agreement, the Agency agrees to abide by all policies and procedures relevant to the use of CHMIS that the DHSP publishes from time to time.
18. The Agency understands that provision of services by the Agency is not and will never be contingent upon a client's participating in the CHMIS, and that DHSP does not require or imply otherwise.

## V. Hold Harmless

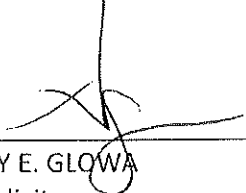
1. The DHSP makes no warranties, expressed or implied. The Agency, at all times, will defend, indemnify and hold the DHSP harmless from any damages, liabilities, claims, and expenses that may be claimed against the Agency and/or DHSP; or for injuries or damages to the Agency and/or DHSP or another party arising from the Agency's participation in the CHMIS; or arising from any acts, omissions, neglect, or fault of the Agency or its agents, employees, licensees, or clients; or arising from the Agency's failure to comply with laws, statutes, ordinances, or regulations applicable to it or the conduct of its business. This Agency will also hold the DHSP harmless for loss or damage resulting in the loss of data due to delays, non-deliveries, mis-deliveries, or service interruption, by the Agency's or other member agency's negligence or errors or omissions, as well as natural disasters, technological difficulties, and/or acts of God. The DHSP shall not be liable to the Agency for damages, losses, or injuries to the Agency or another party other than if such is the result of gross negligence or willful misconduct of the DHSP. In turn, the DHSP agrees not to hold the Agency liable for any damages, liabilities, claims or expenses caused solely by the negligence or misconduct of DHSP staff.

## VI. Miscellaneous Terms and Conditions

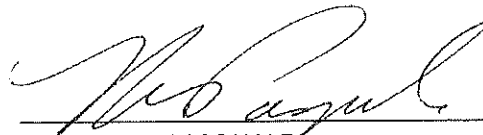
1. The parties hereto agree that this agreement is the complete and exclusive statement of the agreement between parties and supersedes all prior proposals and understandings, oral and written, relating to the subject matter of this agreement.
2. The Agency shall not transfer or assign any rights or obligations under the Participation Agreement without the written consent of the DHSP.
3. This agreement shall remain in force until revoked in writing by either party, with 30 days advance written notice. The exception to this term is if allegations or actual incidents arise regarding possible or actual breaches of this agreement. Should such situations arise, the DHSP may immediately suspend access to the CHMIS until the allegations are resolved in order to protect the integrity of the system.
4. This agreement may be modified or amended by written agreement executed by both parties with 30 days advance written notice.

IN WITNESS WHEREOF, the City and the Agency have executed this Agreement as of the date first written above.

*Approved as to Legal Form:*

  
\_\_\_\_\_  
NANCY E. GLOWA  
City Solicitor

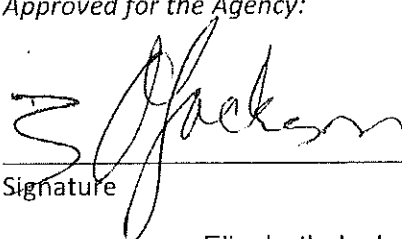
*Approved for the City of Cambridge:*

  
\_\_\_\_\_  
LOUIS A. DEPASQUALE  
City Manager

*Approved for the Department:*

  
\_\_\_\_\_  
ELLEN SEMONOFF  
Assistant City Manager  
Human Services

*Approved for the Agency:*

  
\_\_\_\_\_  
Signature  
Printed Name: Elisabeth Jackson  
Title: Executive Director  
Bridge Over Troubled Waters  
Organization/Agency Name

Cambridge Homeless Management Information System (CHMIS)  
Participation Agreement Between the  
Cambridge Department of Human Service Programs and

Eliot Community Human Services (Agency name)

This agreement is entered into on 09/01/17 (mm/dd/yy) between the City of Cambridge, on behalf of its Department of Human Service Programs, hereafter known as "DHSP" and Eliot Community Human Services (Agency Name), hereafter known as "Agency," regarding access and use of the Cambridge Homeless Management Information System, hereafter known as "CHMIS."

## I. Introduction

The CHMIS, a shared homelessness database allows authorized personnel at participating homeless services provider agencies that participate in the Cambridge Continuum of Care ("Cambridge CoC") to enter, track, and report on information concerning their own clients, and to share information, subject to appropriate inter-agency agreements, on common clients. CHMIS uses Clarity Human Services ("Clarity"), a database management system hosted by Bitfocus, Inc. The Clarity database management system also allows the City to import U.S. Department of Housing and Urban Development ("HUD") and City required data about homeless persons and the services they receive from other agencies participating in the Cambridge CoC.

This Agreement is made for the purpose of defining and setting forth certain obligations, rights and duties of the DHSP, the CHMIS Working Group, as referenced in the CHMIS Governance Charter (hereinafter, "Working Group"), and the Agency. It is made solely for the benefit of the DHSP, the Working Group and the Agency and their respective employees, heirs, personal representatives, successors and assigns. No other person or entity shall have any rights of any nature (including any rights as a third party beneficiary) under this Agreement or by reason hereof. Without limiting the generality of the preceding sentence, no user of the CHMIS system in his or her capacity as such and no current, former or prospective client of any agency shall have any rights of any nature under this Agreement or by reason hereof.

The goals of the CHMIS are to:

- Improve coordinated care for and services to homeless persons in the City of Cambridge;
- Provide a user-friendly and high quality automated records system that expedites client intake procedures, and supports the collection of quality information that can be used for program improvement and service-planning; and
- Meet the reporting requirements of HUD, and other funders as needed.



In compliance with all state and federal requirements regarding client/consumer confidentiality and data security, the CHMIS is designed to collect and deliver timely, credible, quality data about services and homeless persons or persons at risk for being homeless. The DHSP's Planning and Development Office administers, monitors and hosts the CHMIS through Clarity, and is responsible for allowing and limiting other participating agencies access to the CHMIS database.

## II. DHSP Responsibilities

1. The DHSP will provide the Agency with 24-hour access to the CHMIS data-gathering system, via internet connection.
2. The DHSP will provide both initial training and periodic updates to that training for relevant Agency Staff regarding the use of the CHMIS, with the expectation that the Agency will take responsibility for addressing basic training or technical needs within the Agency, before seeking help from the DHSP.
3. The DHSP will provide basic user support and technical assistance (e.g., general troubleshooting and assistance, resolving problems related to data entry, or standard report generation). Access to this basic technical assistance will normally be available during the normal business hours of the DHSP, that is, from 8:30 AM. to 8:00 PM. on Mondays, from 8:30 AM. to 5:00 PM. on Tuesdays, Wednesdays, and Thursdays, and from 8:30 AM. to 12:00 noon on Fridays (with the exclusion of holidays or any other days DHSP's offices are unexpectedly closed). Additional assistance may be available by prior arrangement with DHSP staff.
4. The DHSP will not publish reports on client data that identify specific persons. The DHSP will not publish reports on client data that identify specific agencies without prior agency (and as necessary, client) permission. Public reports otherwise published will be limited to presentation of aggregated data from the CHMIS database. DHSP will use its best effort never to release proprietary information about agencies or their services, procedures or clients without written permission of the Agency.

## III. Privacy and Confidentiality

### A. Protection of Client Privacy

1. The Agency will comply with all applicable federal and state laws regarding protection of client privacy, including but not limited to: (1) any requirements established by the U.S. Department of Housing and Urban Development (HUD) in conjunction with its HMIS requirements, as detailed in 69 Federal Register 45888 (July 30, 2004), and any superseding rule(s) that are issued by HUD, and its HMIS Data Standards Manual and HMIS Data Dictionary, as amended; (2) Massachusetts General Laws Chapters 66A, Fair Information Practices, and 93H, Security Breaches; (3) 201 CMR 17:00, Standards for the Protection of Personal Information of Residents of the Commonwealth; and (4)

Massachusetts Executive Order 504, Order Regarding the Security and Confidentiality of Personal Information.

2. The Agency will comply specifically with federal confidentiality regulations as contained in the Code of Federal Regulations, 42 CFR Part 2, regarding disclosure of alcohol and/or drug abuse records.
3. The Agency will comply specifically with the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), 45 C.F.R., Parts 160 & 164, and corresponding regulations established by the U.S. Department of Health and Human Services.
4. The Agency will comply specifically with the Violence Against Women Act Reauthorization of 2013, Public Law No: 113-4.
5. The Agency will comply with all additional policies and procedures established by DHSP pertaining to protection of client privacy.
6. The DHSP may conduct periodic audits of the Agency to enforce informed consent and privacy requirements and standards. Although the DHSP may conduct periodic audits to enforce informed consent and privacy requirements and standards, the Agency is primarily responsible for ensuring compliance with such requirements and standards.

#### **B. Client Confidentiality**

1. The Agency agrees to provide to each adult client with a copy of CoC's Client Consent Information Sheet, Client Release of Information to Sign form and Mandatory Information Notice. The Agency will provide each adult client with a verbal explanation of the CHMIS and arrange for a qualified interpreter/translator or other reasonable accommodation in the event that an individual is not literate in English or has difficulty understanding the aforementioned documents (these documents are available in English, Spanish, Haitian Creole and Portuguese). In obtaining client consent, each adult client in a household must sign the Client Release of Information to Sign form (or a DHSP approved equivalent document) to indicate consent to share Protected Personal Information ("PPI") into CHMIS. If minors are present in the household, at least one adult in the household must consent for minors by writing their names on the Client Release of Information to Sign form.
2. Informed consent must be given by clients in order for their PPI to be entered into CHMIS and shared among agencies in the CHMIS (see <http://cambridgecoc.org/hmis-participating-agencies/>). Non-identifying client information may be entered in the system for all clients regardless of whether they give their informed consent and regardless of their domestic violence status.
3. If any adult member of a household does not grant authorization to share basic identifying information and non-confidential service data via the CHMIS, then the client record should be set to "Private" in CHMIS.
4. Agency staff shall not enter PPI into CHMIS for clients who are in licensed domestic violence agencies or currently fleeing or in danger from a domestic violence, dating violence, sexual assault or stalking situation.
5. Signed Client Informed Consent/Release of Information forms (digitally signed or uploaded PDFs) are in effect for three (3) years from the date of signature.

6. The Agency will not divulge any confidential information received from the CHMIS to any organization or individual who is not expressly authorized to receive such information without proper written consent by the client, unless otherwise permitted by applicable regulations or laws.
7. A client may withdraw or revoke consent for client PPI collection by completing and signing a Revocation of Consent form. If a client revokes his/her consent, the Agency is responsible for immediately contacting DHSP and making appropriate data modifications in CHMIS to ensure that client's PPI will not be shared with other agencies participating in CHMIS or visible to the Agency staff within the system.

### C. Security

1. The Agency will permit access to the CHMIS with use of a user ID and password. Passwords shall be at least eight characters long and meet industry standards for complexity requirements, including, but not limited to, the use of at least one of each of the following kinds of characters in the passwords: upper and lower-case letters, and numbers and symbols. Passwords shall not be, or include, the username, or the CHMIS name. The use of default passwords on initial entry into the CHMIS application is allowed so long as the default password is changed upon first use. Passwords and user IDs shall be consistent with guidelines issued from time to time by HUD, DHSP and Bitfocus. The Agency will ensure that all persons who are issued a user ID and Password to the CHMIS abide by this Agreement, including all associated confidentiality provisions. The Agency will be responsible for oversight of its own related confidentiality requirements.
2. Agency will permit access to CHMIS only after the authorized user receives appropriate confidentiality training, including training provided by DHSP. Agency will also conduct ongoing basic confidentiality training for all persons with access to CHMIS and will train all persons who may receive information produced from CHMIS on the confidentiality of such information. Agency will participate in such training as is provided from time to time by DHSP. DHSP will be reasonably available during City of Cambridge defined weekday business hours for basic user support and technical assistance (i.e. troubleshooting and help with standard report generation). Defined weekday hours are Monday from 8:30 a.m. to 8 p.m., Tuesday through Thursday from 8:30 a.m. to 5:00 p.m. and Friday from 8:30 a.m. to 12:00 p.m.
3. The Agency acknowledges that ensuring the confidentiality, security and privacy of any information downloaded from the system by the Agency is strictly the responsibility of the Agency.
4. The Agency agrees that client information obtained within CHMIS is not to be used for criminal investigation of clients unless required by law in compliance with court orders, warrants and/or subpoenas.
5. The Agency understands that the CHMIS Administrators at the DHSP are the only staff at the DHSP who have access to client-level data, and that said staff are obligated under all of the same restrictions described herein as apply to Agency staff. The Agency also understands that Bitfocus, in its role as HMIS vendor and host of technical infrastructure

has access to client level data and may access it when responding to support issues and system administrator questions regarding software functionality.

6. The Agency must develop and adopt policies governing the retention of paper records containing PPI derived from CHMIS. The policy must define how long paper records are retained after they are no longer being actively utilized, and the process that will be used to destroy the records to prevent the release of PPI. The policy must require the destruction of the paper records derived from CHMIS no longer than seven years after the last day the client was served by the organization.

#### **D. Inter-Agency Sharing of Information**

1. The Agency understands it will have the ability to indicate whether or not client information Agency enters into the CHMIS may be shared with and accessible to participating agencies in the CHMIS system. Agency is responsible for determining and designating in CHMIS whether information may or may not be shared through CHMIS by using Client Consent Form(s) and the functionality application on the "Client Privacy Screen" in Clarity. If any Client does not grant authorization to share information via the CHMIS, then the Client record should be set to "Private" in CHMIS.
2. The Agency acknowledges that clients who choose not to authorize sharing of information cannot be denied services for which they would otherwise be eligible.

#### **E. Custody of Data**

1. The Agency acknowledges, and the DHSP agrees, that the Agency retains ownership over all information it enters into the CHMIS. The Agency and DHSP understand that DSHP, as administrator are custodians of information entered into the CHMIS and are not owners of said information.
2. If this Agreement is terminated, DHSP and any remaining participating agencies will have the right to use all client information previously entered into CHMIS by Agency, subject to the provisions of this Agreement. Additionally, upon termination, the Agency will receive one export copy of all data entered by the Agency into the CHMIS up to the date of termination.

### **IV. Data Entry and Regular Use of CHMIS**

1. The Agency will not permit user ID's and passwords to be shared among users, nor will it share nor permit to be shared assigned user ID's and passwords to access the CHMIS with any other organization, governmental entity, business, or individual.
2. Subject to any limitations necessitated by HIPAA or by laws protecting the privacy and confidentiality of victims of domestic violence, the Agency will enter all required data elements as defined for all persons who are participating in services funded by HUD.
3. The Agency will enter data in a consistent manner, striving for real-time, or close to real-time, data entry.

4. The Agency, through the oversight of the designated Agency CHMIS Administrator, is responsible for entering, verifying and correcting any data that it entered in CHMIS, which include: measuring the completeness of data by running HUD HMIS Data Quality Reports, APRs, ESG Reports and other Clarity canned reports; and being responsible for ensuring that staff tasked with correcting data quality issues do so in a timely manner consistent with deadlines set by DHSP.
5. The Agency will not knowingly enter inaccurate information into CHMIS.
6. The Agency will prohibit anyone with an Agency-assigned user ID and password from entering offensive language, profanity, or discriminatory comments based on race, color, religion, national origin, ancestry, handicap, age, sex, and sexual orientation.
7. The Agency will utilize the CHMIS for business purposes only, will not transmit material in violation of any federal or state laws and regulations, and will not use the CHMIS with intent to defraud any federal, state, or local government agency, or an individual entity, or to conduct any illegal activity. Prior to permitting any user to access CHMIS, DHSP will require each user to sign the CHMIS User Policy, Responsibility Statement & Code of Ethics Form ("User Policy"), which is incorporated into this Agreement, and may be amended from time to time by DHSP. Agency will comply with, and enforce the User Policy and is obligated to report to DHSP immediately any breaches of the User Policy.
8. The Agency agrees to allow access to CHMIS only from computers which are owned by the Agency or approved by the Agency for the purpose of accessing and working with CHMIS.
9. The Agency will keep updated virus protection software on Agency computers that access the CHMIS.
10. The Agency will maintain a software or hardware firewall on Agency computers that access the CHMIS.
11. The Agency will ensure that the Clarity software used on Agency computers to access the CHMIS are kept up to date with respect to security and other operating system patches, updates and fixes.
12. The Agency will ensure that each computer is protected by a screen-saver password to ensure that computers left running when staff leave their work stations are not available for use by unauthorized parties.
13. The Agency agrees that the Working Group will be the discussion and decision making center regarding the CHMIS, including process updates, policy and practice guidelines, data analysis, and software/hardware upgrades. The Agency understands that DHSP will be responsible for coordinating Working Group activities subject to the direction of the Working Group.
14. The Agency agrees to make an assigned Agency CHMIS Administrator available for Working Group meetings and trainings conducted for the purpose of improving data base utilization, including data entry and retrieval. As part of this requirement, the Agency will sign a Participating Agency CHMIS Administrator Agreement.
15. The Agency agrees that it may only release aggregated information generated by the CHMIS that is specific to its own services.
16. The Agency understands that it will have full access to all identifying and statistical data on the clients it serves, and will not have access to data on clients that it does not serve.

17. Notwithstanding any other provision of this Agreement, the Agency agrees to abide by all policies and procedures relevant to the use of CHMIS that the DHSP publishes from time to time.
18. The Agency understands that provision of services by the Agency is not and will never be contingent upon a client's participating in the CHMIS, and that DHSP does not require or imply otherwise.

## V. Hold Harmless

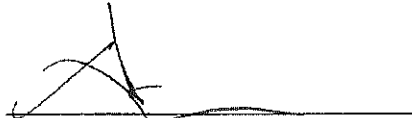
1. The DHSP makes no warranties, expressed or implied. The Agency, at all times, will defend, indemnify and hold the DHSP harmless from any damages, liabilities, claims, and expenses that may be claimed against the Agency and/or DHSP; or for injuries or damages to the Agency and/or DHSP or another party arising from the Agency's participation in the CHMIS; or arising from any acts, omissions, neglect, or fault of the Agency or its agents, employees, licensees, or clients; or arising from the Agency's failure to comply with laws, statutes, ordinances, or regulations applicable to it or the conduct of its business. This Agency will also hold the DHSP harmless for loss or damage resulting in the loss of data due to delays, non-deliveries, mis-deliveries, or service interruption, by the Agency's or other member agency's negligence or errors or omissions, as well as natural disasters, technological difficulties, and/or acts of God. The DHSP shall not be liable to the Agency for damages, losses, or injuries to the Agency or another party other than if such is the result of gross negligence or willful misconduct of the DHSP. In turn, the DHSP agrees not to hold the Agency liable for any damages, liabilities, claims or expenses caused solely by the negligence or misconduct of DHSP staff.

## VI. Miscellaneous Terms and Conditions

1. The parties hereto agree that this agreement is the complete and exclusive statement of the agreement between parties and supersedes all prior proposals and understandings, oral and written, relating to the subject matter of this agreement.
2. The Agency shall not transfer or assign any rights or obligations under the Participation Agreement without the written consent of the DHSP.
3. This agreement shall remain in force until revoked in writing by either party, with 30 days advance written notice. The exception to this term is if allegations or actual incidents arise regarding possible or actual breaches of this agreement. Should such situations arise, the DHSP may immediately suspend access to the CHMIS until the allegations are resolved in order to protect the integrity of the system.
4. This agreement may be modified or amended by written agreement executed by both parties with 30 days advance written notice.

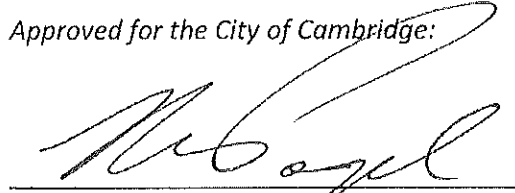
IN WITNESS WHEREOF, the City and the Agency have executed this Agreement as of the date first written above.

Approved as to Legal Form:



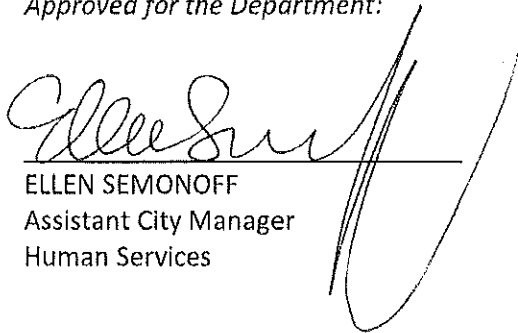
NANCY E. GLOWA  
City Solicitor

Approved for the City of Cambridge:



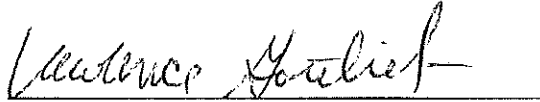
LOUIS A. DEPASQUALE  
City Manager

Approved for the Department:



ELLEN SEMONOFF  
Assistant City Manager  
Human Services

Approved for the Agency:



Signature

Printed Name: Lawrence Gottlieb

Title: DIRECTOR, Homeless & Outreach Svcs

ELIOT CHS

Organization/Agency Name

Cambridge Homeless Management Information System (CHMIS)  
Participation Agreement Between the  
Cambridge Department of Human Service Programs and

Heading Home, Inc. (Agency name)

This agreement is entered into on 8/15/17 (mm/dd/yy) between the City of Cambridge, on behalf of its Department of Human Service Programs, hereafter known as "DHSP" and Heading Home, Inc. (Agency Name), hereafter known as "Agency," regarding access and use of the Cambridge Homeless Management Information System, hereafter known as "CHMIS."

## I. Introduction

The CHMIS, a shared homelessness database allows authorized personnel at participating homeless services provider agencies that participate in the Cambridge Continuum of Care ("Cambridge CoC") to enter, track, and report on information concerning their own clients, and to share information, subject to appropriate inter-agency agreements, on common clients. CHMIS uses Clarity Human Services ("Clarity"), a database management system hosted by Bitfocus, Inc. The Clarity database management system also allows the City to import U.S. Department of Housing and Urban Development ("HUD") and City required data about homeless persons and the services they receive from other agencies participating in the Cambridge CoC.

This Agreement is made for the purpose of defining and setting forth certain obligations, rights and duties of the DHSP, the CHMIS Working Group, as referenced in the CHMIS Governance Charter (hereinafter, "Working Group"), and the Agency. It is made solely for the benefit of the DHSP, the Working Group and the Agency and their respective employees, heirs, personal representatives, successors and assigns. No other person or entity shall have any rights of any nature (including any rights as a third party beneficiary) under this Agreement or by reason hereof. Without limiting the generality of the preceding sentence, no user of the CHMIS system in his or her capacity as such and no current, former or prospective client of any agency shall have any rights of any nature under this Agreement or by reason hereof.

The goals of the CHMIS are to:

- Improve coordinated care for and services to homeless persons in the City of Cambridge;
- Provide a user-friendly and high quality automated records system that expedites client intake procedures, and supports the collection of quality information that can be used for program improvement and service-planning; and
- Meet the reporting requirements of HUD, and other funders as needed.



In compliance with all state and federal requirements regarding client/consumer confidentiality and data security, the CHMIS is designed to collect and deliver timely, credible, quality data about services and homeless persons or persons at risk for being homeless. The DHSP's Planning and Development Office administers, monitors and hosts the CHMIS through Clarity, and is responsible for allowing and limiting other participating agencies access to the CHMIS database.

## II. DHSP Responsibilities

1. The DHSP will provide the Agency with 24-hour access to the CHMIS data-gathering system, via internet connection.
2. The DHSP will provide both initial training and periodic updates to that training for relevant Agency Staff regarding the use of the CHMIS, with the expectation that the Agency will take responsibility for addressing basic training or technical needs within the Agency, before seeking help from the DHSP.
3. The DHSP will provide basic user support and technical assistance (e.g., general troubleshooting and assistance, resolving problems related to data entry, or standard report generation). Access to this basic technical assistance will normally be available during the normal business hours of the DHSP, that is, from 8:30 AM. to 8:00 PM. on Mondays, from 8:30 AM. to 5:00 PM. on Tuesdays, Wednesdays, and Thursdays, and from 8:30 AM. to 12:00 noon on Fridays (with the exclusion of holidays or any other days DHSP's offices are unexpectedly closed). Additional assistance may be available by prior arrangement with DHSP staff.
4. The DHSP will not publish reports on client data that identify specific persons. The DHSP will not publish reports on client data that identify specific agencies without prior agency (and as necessary, client) permission. Public reports otherwise published will be limited to presentation of aggregated data from the CHMIS database. DHSP will use its best effort never to release proprietary information about agencies or their services, procedures or clients without written permission of the Agency.

## III. Privacy and Confidentiality

### A. Protection of Client Privacy

1. The Agency will comply with all applicable federal and state laws regarding protection of client privacy, including but not limited to: (1) any requirements established by the U.S. Department of Housing and Urban Development (HUD) in conjunction with its HMIS requirements, as detailed in 69 Federal Register 45888 (July 30, 2004), and any superseding rule(s) that are issued by HUD, and its HMIS Data Standards Manual and HMIS Data Dictionary, as amended; (2) Massachusetts General Laws Chapters 66A, Fair Information Practices, and 93H, Security Breaches; (3) 201 CMR 17:00, Standards for the Protection of Personal Information of Residents of the Commonwealth; and (4)

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2. The Agency will comply specifically with federal confidentiality regulations as contained in the Code of Federal Regulations, 42 CFR Part 2, regarding disclosure of alcohol and/or drug abuse records.
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4. The Agency will comply specifically with the Violence Against Women Act Reauthorization of 2013, Public Law No: 113-4.
5. The Agency will comply with all additional policies and procedures established by DHSP pertaining to protection of client privacy.
6. The DHSP may conduct periodic audits of the Agency to enforce informed consent and privacy requirements and standards. Although the DHSP may conduct periodic audits to enforce informed consent and privacy requirements and standards, the Agency is primarily responsible for ensuring compliance with such requirements and standards.

#### **B. Client Confidentiality**

1. The Agency agrees to provide to each adult client with a copy of CoC's Client Consent Information Sheet, Client Release of Information to Sign form and Mandatory Information Notice. The Agency will provide each adult client with a verbal explanation of the CHMIS and arrange for a qualified interpreter/translator or other reasonable accommodation in the event that an individual is not literate in English or has difficulty understanding the aforementioned documents (these documents are available in English, Spanish, Haitian Creole and Portuguese). In obtaining client consent, each adult client in a household must sign the Client Release of Information to Sign form (or a DHSP approved equivalent document) to indicate consent to share Protected Personal Information ("PPI") into CHMIS. If minors are present in the household, at least one adult in the household must consent for minors by writing their names on the Client Release of Information to Sign form.
2. Informed consent must be given by clients in order for their PPI to be entered into CHMIS and shared among agencies in the CHMIS (see <http://cambridgecoc.org/hmis-participating-agencies/>). Non-identifying client information may be entered in the system for all clients regardless of whether they give their informed consent and regardless of their domestic violence status.
3. If any adult member of a household does not grant authorization to share basic identifying information and non-confidential service data via the CHMIS, then the client record should be set to "Private" in CHMIS.
4. Agency staff shall not enter PPI into CHMIS for clients who are in licensed domestic violence agencies or currently fleeing or in danger from a domestic violence, dating violence, sexual assault or stalking situation.
5. Signed Client Informed Consent/Release of Information forms (digitally signed or uploaded PDFs) are in effect for three (3) years from the date of signature.

6. The Agency will not divulge any confidential information received from the CHMIS to any organization or individual who is not expressly authorized to receive such information without proper written consent by the client, unless otherwise permitted by applicable regulations or laws.
7. A client may withdraw or revoke consent for client PPI collection by completing and signing a Revocation of Consent form. If a client revokes his/her consent, the Agency is responsible for immediately contacting DHSP and making appropriate data modifications in CHMIS to ensure that client's PPI will not be shared with other agencies participating in CHMIS or visible to the Agency staff within the system.

### C. Security

1. The Agency will permit access to the CHMIS with use of a user ID and password. Passwords shall be at least eight characters long and meet industry standards for complexity requirements, including, but not limited to, the use of at least one of each of the following kinds of characters in the passwords: upper and lower-case letters, and numbers and symbols. Passwords shall not be, or include, the username, or the CHMIS name. The use of default passwords on initial entry into the CHMIS application is allowed so long as the default password is changed upon first use. Passwords and user IDs shall be consistent with guidelines issued from time to time by HUD, DHSP and Bitfocus. The Agency will ensure that all persons who are issued a user ID and Password to the CHMIS abide by this Agreement, including all associated confidentiality provisions. The Agency will be responsible for oversight of its own related confidentiality requirements.
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3. The Agency acknowledges that ensuring the confidentiality, security and privacy of any information downloaded from the system by the Agency is strictly the responsibility of the Agency.
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5. The Agency understands that the CHMIS Administrators at the DHSP are the only staff at the DHSP who have access to client-level data, and that said staff are obligated under all of the same restrictions described herein as apply to Agency staff. The Agency also understands that Bitfocus, in its role as HMIS vendor and host of technical infrastructure

has access to client level data and may access it when responding to support issues and system administrator questions regarding software functionality.

6. The Agency must develop and adopt policies governing the retention of paper records containing PPI derived from CHMIS. The policy must define how long paper records are retained after they are no longer being actively utilized, and the process that will be used to destroy the records to prevent the release of PPI. The policy must require the destruction of the paper records derived from CHMIS no longer than seven years after the last day the client was served by the organization.

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1. The Agency understands it will have the ability to indicate whether or not client information Agency enters into the CHMIS may be shared with and accessible to participating agencies in the CHMIS system. Agency is responsible for determining and designating in CHMIS whether information may or may not be shared through CHMIS by using Client Consent Form(s) and the functionality application on the "Client Privacy Screen" in Clarity. If any Client does not grant authorization to share information via the CHMIS, then the Client record should be set to "Private" in CHMIS.
2. The Agency acknowledges that clients who choose not to authorize sharing of information cannot be denied services for which they would otherwise be eligible.

#### **E. Custody of Data**

1. The Agency acknowledges, and the DHSP agrees, that the Agency retains ownership over all information it enters into the CHMIS. The Agency and DHSP understand that DSHP, as administrator are custodians of information entered into the CHMIS and are not owners of said information.
2. If this Agreement is terminated, DHSP and any remaining participating agencies will have the right to use all client information previously entered into CHMIS by Agency, subject to the provisions of this Agreement. Additionally, upon termination, the Agency will receive one export copy of all data entered by the Agency into the CHMIS up to the date of termination.

### **IV. Data Entry and Regular Use of CHMIS**

1. The Agency will not permit user ID's and passwords to be shared among users, nor will it share nor permit to be shared assigned user ID's and passwords to access the CHMIS with any other organization, governmental entity, business, or individual.
2. Subject to any limitations necessitated by HIPAA or by laws protecting the privacy and confidentiality of victims of domestic violence, the Agency will enter all required data elements as defined for all persons who are participating in services funded by HUD.
3. The Agency will enter data in a consistent manner, striving for real-time, or close to real-time, data entry.

4. The Agency, through the oversight of the designated Agency CHMIS Administrator, is responsible for entering, verifying and correcting any data that it entered in CHMIS, which include: measuring the completeness of data by running HUD HMIS Data Quality Reports, APRs, ESG Reports and other Clarity canned reports; and being responsible for ensuring that staff tasked with correcting data quality issues do so in a timely manner consistent with deadlines set by DHSP.
5. The Agency will not knowingly enter inaccurate information into CHMIS.
6. The Agency will prohibit anyone with an Agency-assigned user ID and password from entering offensive language, profanity, or discriminatory comments based on race, color, religion, national origin, ancestry, handicap, age, sex, and sexual orientation.
7. The Agency will utilize the CHMIS for business purposes only, will not transmit material in violation of any federal or state laws and regulations, and will not use the CHMIS with intent to defraud any federal, state, or local government agency, or an individual entity, or to conduct any illegal activity. Prior to permitting any user to access CHMIS, DHSP will require each user to sign the CHMIS User Policy, Responsibility Statement & Code of Ethics Form ("User Policy"), which is incorporated into this Agreement, and may be amended from time to time by DHSP. Agency will comply with, and enforce the User Policy and is obligated to report to DHSP immediately any breaches of the User Policy.
8. The Agency agrees to allow access to CHMIS only from computers which are owned by the Agency or approved by the Agency for the purpose of accessing and working with CHMIS.
9. The Agency will keep updated virus protection software on Agency computers that access the CHMIS.
10. The Agency will maintain a software or hardware firewall on Agency computers that access the CHMIS.
11. The Agency will ensure that the Clarity software used on Agency computers to access the CHMIS are kept up to date with respect to security and other operating system patches, updates and fixes.
12. The Agency will ensure that each computer is protected by a screen-saver password to ensure that computers left running when staff leave their work stations are not available for use by unauthorized parties.
13. The Agency agrees that the Working Group will be the discussion and decision making center regarding the CHMIS, including process updates, policy and practice guidelines, data analysis, and software/hardware upgrades. The Agency understands that DHSP will be responsible for coordinating Working Group activities subject to the direction of the Working Group.
14. The Agency agrees to make an assigned Agency CHMIS Administrator available for Working Group meetings and trainings conducted for the purpose of improving data base utilization, including data entry and retrieval. As part of this requirement, the Agency will sign a Participating Agency CHMIS Administrator Agreement.
15. The Agency agrees that it may only release aggregated information generated by the CHMIS that is specific to its own services.
16. The Agency understands that it will have full access to all identifying and statistical data on the clients it serves, and will not have access to data on clients that it does not serve.

17. Notwithstanding any other provision of this Agreement, the Agency agrees to abide by all policies and procedures relevant to the use of CHMIS that the DHSP publishes from time to time.
18. The Agency understands that provision of services by the Agency is not and will never be contingent upon a client's participating in the CHMIS, and that DHSP does not require or imply otherwise.

## V. Hold Harmless


1. The DHSP makes no warranties, expressed or implied. The Agency, at all times, will defend, indemnify and hold the DHSP harmless from any damages, liabilities, claims, and expenses that may be claimed against the Agency and/or DHSP; or for injuries or damages to the Agency and/or DHSP or another party arising from the Agency's participation in the CHMIS; or arising from any acts, omissions, neglect, or fault of the Agency or its agents, employees, licensees, or clients; or arising from the Agency's failure to comply with laws, statutes, ordinances, or regulations applicable to it or the conduct of its business. This Agency will also hold the DHSP harmless for loss or damage resulting in the loss of data due to delays, non-deliveries, mis-deliveries, or service interruption, by the Agency's or other member agency's negligence or errors or omissions, as well as natural disasters, technological difficulties, and/or acts of God. The DHSP shall not be liable to the Agency for damages, losses, or injuries to the Agency or another party other than if such is the result of gross negligence or willful misconduct of the DHSP. In turn, the DHSP agrees not to hold the Agency liable for any damages, liabilities, claims or expenses caused solely by the negligence or misconduct of DHSP staff.

## VI. Miscellaneous Terms and Conditions

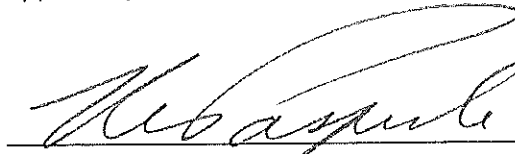
1. The parties hereto agree that this agreement is the complete and exclusive statement of the agreement between parties and supersedes all prior proposals and understandings, oral and written, relating to the subject matter of this agreement.
2. The Agency shall not transfer or assign any rights or obligations under the Participation Agreement without the written consent of the DHSP.
3. This agreement shall remain in force until revoked in writing by either party, with 30 days advance written notice. The exception to this term is if allegations or actual incidents arise regarding possible or actual breaches of this agreement. Should such situations arise, the DHSP may immediately suspend access to the CHMIS until the allegations are resolved in order to protect the integrity of the system.
4. This agreement may be modified or amended by written agreement executed by both parties with 30 days advance written notice.

IN WITNESS WHEREOF, the City and the Agency have executed this Agreement as of the date first written above.

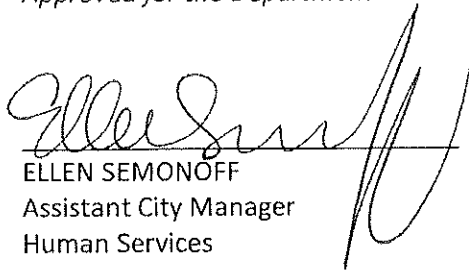
Approved as to Legal Form:

  
\_\_\_\_\_  
NANCY E. GLOWA  
City Solicitor


Approved for the City of Cambridge:

  
\_\_\_\_\_  
LOUIS A. DEPASQUALE  
City Manager

Approved for the Department:

  
\_\_\_\_\_  
ELLEN SEMONOFF  
Assistant City Manager  
Human Services

Approved for the Agency:

  
\_\_\_\_\_  
Signature  
Printed Name: Danville Ferriter  
Title: CEO  
Headij Home, Inc  
\_\_\_\_\_  
Organization/Agency Name

Cambridge Homeless Management Information System (CHMIS)  
Participation Agreement Between the  
Cambridge Department of Human Service Programs and

HomeStart (Agency name)

This agreement is entered into on 09/01/17 (mm/dd/yy) between the City of Cambridge, on behalf of its Department of Human Service Programs, hereafter known as "DHSP" and HomeStart, Inc. (Agency Name), hereafter known as "Agency," regarding access and use of the Cambridge Homeless Management Information System, hereafter known as "CHMIS."

## I. Introduction

The CHMIS, a shared homelessness database allows authorized personnel at participating homeless services provider agencies that participate in the Cambridge Continuum of Care ("Cambridge CoC") to enter, track, and report on information concerning their own clients, and to share information, subject to appropriate inter-agency agreements, on common clients. CHMIS uses Clarity Human Services ("Clarity"), a database management system hosted by Bitfocus, Inc. The Clarity database management system also allows the City to import U.S. Department of Housing and Urban Development ("HUD") and City required data about homeless persons and the services they receive from other agencies participating in the Cambridge CoC.

This Agreement is made for the purpose of defining and setting forth certain obligations, rights and duties of the DHSP, the CHMIS Working Group, as referenced in the CHMIS Governance Charter (hereinafter, "Working Group"), and the Agency. It is made solely for the benefit of the DHSP, the Working Group and the Agency and their respective employees, heirs, personal representatives, successors and assigns. No other person or entity shall have any rights of any nature (including any rights as a third party beneficiary) under this Agreement or by reason hereof. Without limiting the generality of the preceding sentence, no user of the CHMIS system in his or her capacity as such and no current, former or prospective client of any agency shall have any rights of any nature under this Agreement or by reason hereof.

The goals of the CHMIS are to:

- Improve coordinated care for and services to homeless persons in the City of Cambridge;
- Provide a user-friendly and high quality automated records system that expedites client intake procedures, and supports the collection of quality information that can be used for program improvement and service-planning; and
- Meet the reporting requirements of HUD, and other funders as needed.



In compliance with all state and federal requirements regarding client/consumer confidentiality and data security, the CHMIS is designed to collect and deliver timely, credible, quality data about services and homeless persons or persons at risk for being homeless. The DHSP's Planning and Development Office administers, monitors and hosts the CHMIS through Clarity, and is responsible for allowing and limiting other participating agencies access to the CHMIS database.

## II. DHSP Responsibilities

1. The DHSP will provide the Agency with 24-hour access to the CHMIS data-gathering system, via internet connection.
2. The DHSP will provide both initial training and periodic updates to that training for relevant Agency Staff regarding the use of the CHMIS, with the expectation that the Agency will take responsibility for addressing basic training or technical needs within the Agency, before seeking help from the DHSP.
3. The DHSP will provide basic user support and technical assistance (e.g., general troubleshooting and assistance, resolving problems related to data entry, or standard report generation). Access to this basic technical assistance will normally be available during the normal business hours of the DHSP, that is, from 8:30 AM. to 8:00 PM. on Mondays, from 8:30 AM. to 5:00 PM. on Tuesdays, Wednesdays, and Thursdays, and from 8:30 AM. to 12:00 noon on Fridays (with the exclusion of holidays or any other days DHSP's offices are unexpectedly closed). Additional assistance may be available by prior arrangement with DHSP staff.
4. The DHSP will not publish reports on client data that identify specific persons. The DHSP will not publish reports on client data that identify specific agencies without prior agency (and as necessary, client) permission. Public reports otherwise published will be limited to presentation of aggregated data from the CHMIS database. DHSP will use its best effort never to release proprietary information about agencies or their services, procedures or clients without written permission of the Agency.

## III. Privacy and Confidentiality

### A. Protection of Client Privacy

1. The Agency will comply with all applicable federal and state laws regarding protection of client privacy, including but not limited to: (1) any requirements established by the U.S. Department of Housing and Urban Development (HUD) in conjunction with its HMIS requirements, as detailed in 69 Federal Register 45888 (July 30, 2004), and any superseding rule(s) that are issued by HUD, and its HMIS Data Standards Manual and HMIS Data Dictionary, as amended; (2) Massachusetts General Laws Chapters 66A, Fair Information Practices, and 93H, Security Breaches; (3) 201 CMR 17:00, Standards for the Protection of Personal Information of Residents of the Commonwealth; and (4)

Massachusetts Executive Order 504, Order Regarding the Security and Confidentiality of Personal Information.

2. The Agency will comply specifically with federal confidentiality regulations as contained in the Code of Federal Regulations, 42 CFR Part 2, regarding disclosure of alcohol and/or drug abuse records.
3. The Agency will comply specifically with the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), 45 C.F.R., Parts 160 & 164, and corresponding regulations established by the U.S. Department of Health and Human Services.
4. The Agency will comply specifically with the Violence Against Women Act Reauthorization of 2013, Public Law No: 113-4.
5. The Agency will comply with all additional policies and procedures established by DHSP pertaining to protection of client privacy.
6. The DHSP may conduct periodic audits of the Agency to enforce informed consent and privacy requirements and standards. Although the DHSP may conduct periodic audits to enforce informed consent and privacy requirements and standards, the Agency is primarily responsible for ensuring compliance with such requirements and standards.

## **B. Client Confidentiality**

1. The Agency agrees to provide to each adult client with a copy of CoC's Client Consent Information Sheet, Client Release of Information to Sign form and Mandatory Information Notice. The Agency will provide each adult client with a verbal explanation of the CHMIS and arrange for a qualified interpreter/translator or other reasonable accommodation in the event that an individual is not literate in English or has difficulty understanding the aforementioned documents (these documents are available in English, Spanish, Haitian Creole and Portuguese). In obtaining client consent, each adult client in a household must sign the Client Release of Information to Sign form (or a DHSP approved equivalent document) to indicate consent to share Protected Personal Information ("PPI") into CHMIS. If minors are present in the household, at least one adult in the household must consent for minors by writing their names on the Client Release of Information to Sign form.
2. Informed consent must be given by clients in order for their PPI to be entered into CHMIS and shared among agencies in the CHMIS (see <http://cambridgecoc.org/hmis-participating-agencies/>). Non-identifying client information may be entered in the system for all clients regardless of whether they give their informed consent and regardless of their domestic violence status.
3. If any adult member of a household does not grant authorization to share basic identifying information and non-confidential service data via the CHMIS, then the client record should be set to "Private" in CHMIS.
4. Agency staff shall not enter PPI into CHMIS for clients who are in licensed domestic violence agencies or currently fleeing or in danger from a domestic violence, dating violence, sexual assault or stalking situation.
5. Signed Client Informed Consent/Release of Information forms (digitally signed or uploaded PDFs) are in effect for three (3) years from the date of signature.

6. The Agency will not divulge any confidential information received from the CHMIS to any organization or individual who is not expressly authorized to receive such information without proper written consent by the client, unless otherwise permitted by applicable regulations or laws.
7. A client may withdraw or revoke consent for client PPI collection by completing and signing a Revocation of Consent form. If a client revokes his/her consent, the Agency is responsible for immediately contacting DHSP and making appropriate data modifications in CHMIS to ensure that client's PPI will not be shared with other agencies participating in CHMIS or visible to the Agency staff within the system.

### C. Security

1. The Agency will permit access to the CHMIS with use of a user ID and password. Passwords shall be at least eight characters long and meet industry standards for complexity requirements, including, but not limited to, the use of at least one of each of the following kinds of characters in the passwords: upper and lower-case letters, and numbers and symbols. Passwords shall not be, or include, the username, or the CHMIS name. The use of default passwords on initial entry into the CHMIS application is allowed so long as the default password is changed upon first use. Passwords and user IDs shall be consistent with guidelines issued from time to time by HUD, DHSP and Bitfocus. The Agency will ensure that all persons who are issued a user ID and Password to the CHMIS abide by this Agreement, including all associated confidentiality provisions. The Agency will be responsible for oversight of its own related confidentiality requirements.
2. Agency will permit access to CHMIS only after the authorized user receives appropriate confidentiality training, including training provided by DHSP. Agency will also conduct ongoing basic confidentiality training for all persons with access to CHMIS and will train all persons who may receive information produced from CHMIS on the confidentiality of such information. Agency will participate in such training as is provided from time to time by DHSP. DHSP will be reasonably available during City of Cambridge defined weekday business hours for basic user support and technical assistance (i.e. troubleshooting and help with standard report generation). Defined weekday hours are Monday from 8:30 a.m. to 8 p.m., Tuesday through Thursday from 8:30 a.m. to 5:00 p.m. and Friday from 8:30 a.m. to 12:00 .p.m.
3. The Agency acknowledges that ensuring the confidentiality, security and privacy of any information downloaded from the system by the Agency is strictly the responsibility of the Agency.
4. The Agency agrees that client information obtained within CHMIS is not to be used for criminal investigation of clients unless required by law in compliance with court orders, warrants and/or subpoenas.
5. The Agency understands that the CHMIS Administrators at the DHSP are the only staff at the DHSP who have access to client-level data, and that said staff are obligated under all of the same restrictions described herein as apply to Agency staff. The Agency also understands that Bitfocus, in its role as HMIS vendor and host of technical infrastructure

has access to client level data and may access it when responding to support issues and system administrator questions regarding software functionality.

6. The Agency must develop and adopt policies governing the retention of paper records containing PPI derived from CHMIS. The policy must define how long paper records are retained after they are no longer being actively utilized, and the process that will be used to destroy the records to prevent the release of PPI. The policy must require the destruction of the paper records derived from CHMIS no longer than seven years after the last day the client was served by the organization.

#### **D. Inter-Agency Sharing of Information**

1. The Agency understands it will have the ability to indicate whether or not client information Agency enters into the CHMIS may be shared with and accessible to participating agencies in the CHMIS system. Agency is responsible for determining and designating in CHMIS whether information may or may not be shared through CHMIS by using Client Consent Form(s) and the functionality application on the "Client Privacy Screen" in Clarity. If any Client does not grant authorization to share information via the CHMIS, then the Client record should be set to "Private" in CHMIS.
2. The Agency acknowledges that clients who choose not to authorize sharing of information cannot be denied services for which they would otherwise be eligible.

#### **E. Custody of Data**

1. The Agency acknowledges, and the DHSP agrees, that the Agency retains ownership over all information it enters into the CHMIS. The Agency and DHSP understand that DSHP, as administrator are custodians of information entered into the CHMIS and are not owners of said information.
2. If this Agreement is terminated, DHSP and any remaining participating agencies will have the right to use all client information previously entered into CHMIS by Agency, subject to the provisions of this Agreement. Additionally, upon termination, the Agency will receive one export copy of all data entered by the Agency into the CHMIS up to the date of termination.

### **IV. Data Entry and Regular Use of CHMIS**

1. The Agency will not permit user ID's and passwords to be shared among users, nor will it share nor permit to be shared assigned user ID's and passwords to access the CHMIS with any other organization, governmental entity, business, or individual.
2. Subject to any limitations necessitated by HIPAA or by laws protecting the privacy and confidentiality of victims of domestic violence, the Agency will enter all required data elements as defined for all persons who are participating in services funded by HUD.
3. The Agency will enter data in a consistent manner, striving for real-time, or close to real-time, data entry.

4. The Agency, through the oversight of the designated Agency CHMIS Administrator, is responsible for entering, verifying and correcting any data that it entered in CHMIS, which include: measuring the completeness of data by running HUD HMIS Data Quality Reports, APRs, ESG Reports and other Clarity canned reports; and being responsible for ensuring that staff tasked with correcting data quality issues do so in a timely manner consistent with deadlines set by DHSP.
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6. The Agency will prohibit anyone with an Agency-assigned user ID and password from entering offensive language, profanity, or discriminatory comments based on race, color, religion, national origin, ancestry, handicap, age, sex, and sexual orientation.
7. The Agency will utilize the CHMIS for business purposes only, will not transmit material in violation of any federal or state laws and regulations, and will not use the CHMIS with intent to defraud any federal, state, or local government agency, or an individual entity, or to conduct any illegal activity. Prior to permitting any user to access CHMIS, DHSP will require each user to sign the CHMIS User Policy, Responsibility Statement & Code of Ethics Form ("User Policy"), which is incorporated into this Agreement, and may be amended from time to time by DHSP. Agency will comply with, and enforce the User Policy and is obligated to report to DHSP immediately any breaches of the User Policy.
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13. The Agency agrees that the Working Group will be the discussion and decision making center regarding the CHMIS, including process updates, policy and practice guidelines, data analysis, and software/hardware upgrades. The Agency understands that DHSP will be responsible for coordinating Working Group activities subject to the direction of the Working Group.
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16. The Agency understands that it will have full access to all identifying and statistical data on the clients it serves, and will not have access to data on clients that it does not serve.

17. Notwithstanding any other provision of this Agreement, the Agency agrees to abide by all policies and procedures relevant to the use of CHMIS that the DHSP publishes from time to time.
18. The Agency understands that provision of services by the Agency is not and will never be contingent upon a client's participating in the CHMIS, and that DHSP does not require or imply otherwise.

## V. Hold Harmless


1. The DHSP makes no warranties, expressed or implied. The Agency, at all times, will defend, indemnify and hold the DHSP harmless from any damages, liabilities, claims, and expenses that may be claimed against the Agency and/or DHSP; or for injuries or damages to the Agency and/or DHSP or another party arising from the Agency's participation in the CHMIS; or arising from any acts, omissions, neglect, or fault of the Agency or its agents, employees, licensees, or clients; or arising from the Agency's failure to comply with laws, statutes, ordinances, or regulations applicable to it or the conduct of its business. This Agency will also hold the DHSP harmless for loss or damage resulting in the loss of data due to delays, non-deliveries, mis-deliveries, or service interruption, by the Agency's or other member agency's negligence or errors or omissions, as well as natural disasters, technological difficulties, and/or acts of God. The DHSP shall not be liable to the Agency for damages, losses, or injuries to the Agency or another party other than if such is the result of gross negligence or willful misconduct of the DHSP. In turn, the DHSP agrees not to hold the Agency liable for any damages, liabilities, claims or expenses caused solely by the negligence or misconduct of DHSP staff.

## VI. Miscellaneous Terms and Conditions

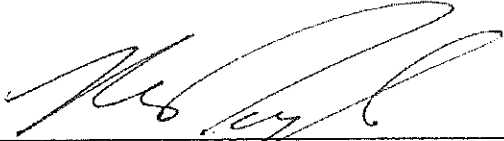
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Approved as to Legal Form:

  
\_\_\_\_\_  
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City Solicitor

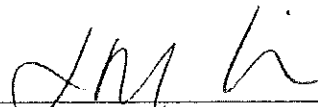
Approved for the City of Cambridge:

  
\_\_\_\_\_  
LOUIS A. DEPASQUALE  
City Manager

Approved for the Department:

  
\_\_\_\_\_  
ELLEN SEMONOFF  
Assistant City Manager  
Human Services

Approved for the Agency:

  
\_\_\_\_\_  
Signature  
Printed Name: Lon Can  
Title: COO  
Home Start  
\_\_\_\_\_  
Organization/Agency Name

Cambridge Homeless Management Information System (CHMIS)  
Participation Agreement Between the  
Cambridge Department of Human Service Programs and

The Salvation Army (Agency name)

This agreement is entered into on 09/01/17 (mm/dd/yy) between the City of Cambridge, on behalf of its Department of Human Service Programs, hereafter known as "DHSP" and The Salvation Army (Agency Name), hereafter known as "Agency," regarding access and use of the Cambridge Homeless Management Information System, hereafter known as "CHMIS."

## I. Introduction

The CHMIS, a shared homelessness database allows authorized personnel at participating homeless services provider agencies that participate in the Cambridge Continuum of Care ("Cambridge CoC") to enter, track, and report on information concerning their own clients, and to share information, subject to appropriate inter-agency agreements, on common clients. CHMIS uses Clarity Human Services ("Clarity"), a database management system hosted by Bitfocus, Inc. The Clarity database management system also allows the City to import U.S. Department of Housing and Urban Development ("HUD") and City required data about homeless persons and the services they receive from other agencies participating in the Cambridge CoC.

This Agreement is made for the purpose of defining and setting forth certain obligations, rights and duties of the DHSP, the CHMIS Working Group, as referenced in the CHMIS Governance Charter (hereinafter, "Working Group"), and the Agency. It is made solely for the benefit of the DHSP, the Working Group and the Agency and their respective employees, heirs, personal representatives, successors and assigns. No other person or entity shall have any rights of any nature (including any rights as a third party beneficiary) under this Agreement or by reason hereof. Without limiting the generality of the preceding sentence, no user of the CHMIS system in his or her capacity as such and no current, former or prospective client of any agency shall have any rights of any nature under this Agreement or by reason hereof.

The goals of the CHMIS are to:

- Improve coordinated care for and services to homeless persons in the City of Cambridge;
- Provide a user-friendly and high quality automated records system that expedites client intake procedures, and supports the collection of quality information that can be used for program improvement and service-planning; and
- Meet the reporting requirements of HUD, and other funders as needed.



In compliance with all state and federal requirements regarding client/consumer confidentiality and data security, the CHMIS is designed to collect and deliver timely, credible, quality data about services and homeless persons or persons at risk for being homeless. The DHSP's Planning and Development Office administers, monitors and hosts the CHMIS through Clarity, and is responsible for allowing and limiting other participating agencies access to the CHMIS database.

## II. DHSP Responsibilities

1. The DHSP will provide the Agency with 24-hour access to the CHMIS data-gathering system, via internet connection.
2. The DHSP will provide both initial training and periodic updates to that training for relevant Agency Staff regarding the use of the CHMIS, with the expectation that the Agency will take responsibility for addressing basic training or technical needs within the Agency, before seeking help from the DHSP.
3. The DHSP will provide basic user support and technical assistance (e.g., general troubleshooting and assistance, resolving problems related to data entry, or standard report generation). Access to this basic technical assistance will normally be available during the normal business hours of the DHSP, that is, from 8:30 AM. to 8:00 PM. on Mondays, from 8:30 AM. to 5:00 PM. on Tuesdays, Wednesdays, and Thursdays, and from 8:30 AM. to 12:00 noon on Fridays (with the exclusion of holidays or any other days DHSP's offices are unexpectedly closed). Additional assistance may be available by prior arrangement with DHSP staff.
4. The DHSP will not publish reports on client data that identify specific persons. The DHSP will not publish reports on client data that identify specific agencies without prior agency (and as necessary, client) permission. Public reports otherwise published will be limited to presentation of aggregated data from the CHMIS database. DHSP will use its best effort never to release proprietary information about agencies or their services, procedures or clients without written permission of the Agency.

## III. Privacy and Confidentiality

### A. Protection of Client Privacy

1. The Agency will comply with all applicable federal and state laws regarding protection of client privacy, including but not limited to: (1) any requirements established by the U.S. Department of Housing and Urban Development (HUD) in conjunction with its HMIS requirements, as detailed in 69 Federal Register 45888 (July 30, 2004), and any superseding rule(s) that are issued by HUD, and its HMIS Data Standards Manual and HMIS Data Dictionary, as amended; (2) Massachusetts General Laws Chapters 66A, Fair Information Practices, and 93H, Security Breaches; (3) 201 CMR 17:00, Standards for the Protection of Personal Information of Residents of the Commonwealth; and (4)

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2. The Agency will comply specifically with federal confidentiality regulations as contained in the Code of Federal Regulations, 42 CFR Part 2, regarding disclosure of alcohol and/or drug abuse records.
3. The Agency will comply specifically with the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), 45 C.F.R., Parts 160 & 164, and corresponding regulations established by the U.S. Department of Health and Human Services.
4. The Agency will comply specifically with the Violence Against Women Act Reauthorization of 2013, Public Law No: 113-4.
5. The Agency will comply with all additional policies and procedures established by DHSP pertaining to protection of client privacy.
6. The DHSP may conduct periodic audits of the Agency to enforce informed consent and privacy requirements and standards. Although the DHSP may conduct periodic audits to enforce informed consent and privacy requirements and standards, the Agency is primarily responsible for ensuring compliance with such requirements and standards.

#### **B. Client Confidentiality**

1. The Agency agrees to provide to each adult client with a copy of CoC's Client Consent Information Sheet, Client Release of Information to Sign form and Mandatory Information Notice. The Agency will provide each adult client with a verbal explanation of the CHMIS and arrange for a qualified interpreter/translator or other reasonable accommodation in the event that an individual is not literate in English or has difficulty understanding the aforementioned documents (these documents are available in English, Spanish, Haitian Creole and Portuguese). In obtaining client consent, each adult client in a household must sign the Client Release of Information to Sign form (or a DHSP approved equivalent document) to indicate consent to share Protected Personal Information ("PPI") into CHMIS. If minors are present in the household, at least one adult in the household must consent for minors by writing their names on the Client Release of Information to Sign form.
2. Informed consent must be given by clients in order for their PPI to be entered into CHMIS and shared among agencies in the CHMIS (see <http://cambridgecoc.org/hmis-participating-agencies/>). Non-identifying client information may be entered in the system for all clients regardless of whether they give their informed consent and regardless of their domestic violence status.
3. If any adult member of a household does not grant authorization to share basic identifying information and non-confidential service data via the CHMIS, then the client record should be set to "Private" in CHMIS.
4. Agency staff shall not enter PPI into CHMIS for clients who are in licensed domestic violence agencies or currently fleeing or in danger from a domestic violence, dating violence, sexual assault or stalking situation.
5. Signed Client Informed Consent/Release of Information forms (digitally signed or uploaded PDFs) are in effect for three (3) years from the date of signature.

6. The Agency will not divulge any confidential information received from the CHMIS to any organization or individual who is not expressly authorized to receive such information without proper written consent by the client, unless otherwise permitted by applicable regulations or laws.
7. A client may withdraw or revoke consent for client PPI collection by completing and signing a Revocation of Consent form. If a client revokes his/her consent, the Agency is responsible for immediately contacting DHSP and making appropriate data modifications in CHMIS to ensure that client's PPI will not be shared with other agencies participating in CHMIS or visible to the Agency staff within the system.

### C. Security

1. The Agency will permit access to the CHMIS with use of a user ID and password. Passwords shall be at least eight characters long and meet industry standards for complexity requirements, including, but not limited to, the use of at least one of each of the following kinds of characters in the passwords: upper and lower-case letters, and numbers and symbols. Passwords shall not be, or include, the username, or the CHMIS name. The use of default passwords on initial entry into the CHMIS application is allowed so long as the default password is changed upon first use. Passwords and user IDs shall be consistent with guidelines issued from time to time by HUD, DHSP and Bitfocus. The Agency will ensure that all persons who are issued a user ID and Password to the CHMIS abide by this Agreement, including all associated confidentiality provisions. The Agency will be responsible for oversight of its own related confidentiality requirements.
2. Agency will permit access to CHMIS only after the authorized user receives appropriate confidentiality training, including training provided by DHSP. Agency will also conduct ongoing basic confidentiality training for all persons with access to CHMIS and will train all persons who may receive information produced from CHMIS on the confidentiality of such information. Agency will participate in such training as is provided from time to time by DHSP. DHSP will be reasonably available during City of Cambridge defined weekday business hours for basic user support and technical assistance (i.e. troubleshooting and help with standard report generation). Defined weekday hours are Monday from 8:30 a.m. to 8 p.m., Tuesday through Thursday from 8:30 a.m. to 5:00 p.m. and Friday from 8:30 a.m. to 12:00 p.m.
3. The Agency acknowledges that ensuring the confidentiality, security and privacy of any information downloaded from the system by the Agency is strictly the responsibility of the Agency.
4. The Agency agrees that client information obtained within CHMIS is not to be used for criminal investigation of clients unless required by law in compliance with court orders, warrants and/or subpoenas.
5. The Agency understands that the CHMIS Administrators at the DHSP are the only staff at the DHSP who have access to client-level data, and that said staff are obligated under all of the same restrictions described herein as apply to Agency staff. The Agency also understands that Bitfocus, in its role as HMIS vendor and host of technical infrastructure

has access to client level data and may access it when responding to support issues and system administrator questions regarding software functionality.

6. The Agency must develop and adopt policies governing the retention of paper records containing PPI derived from CHMIS. The policy must define how long paper records are retained after they are no longer being actively utilized, and the process that will be used to destroy the records to prevent the release of PPI. The policy must require the destruction of the paper records derived from CHMIS no longer than seven years after the last day the client was served by the organization.

#### **D. Inter-Agency Sharing of Information**

1. The Agency understands it will have the ability to indicate whether or not client information Agency enters into the CHMIS may be shared with and accessible to participating agencies in the CHMIS system. Agency is responsible for determining and designating in CHMIS whether information may or may not be shared through CHMIS by using Client Consent Form(s) and the functionality application on the "Client Privacy Screen" in Clarity. If any Client does not grant authorization to share information via the CHMIS, then the Client record should be set to "Private" in CHMIS.
2. The Agency acknowledges that clients who choose not to authorize sharing of information cannot be denied services for which they would otherwise be eligible.

#### **E. Custody of Data**

1. The Agency acknowledges, and the DHSP agrees, that the Agency retains ownership over all information it enters into the CHMIS. The Agency and DHSP understand that DSHP, as administrator are custodians of information entered into the CHMIS and are not owners of said information.
2. If this Agreement is terminated, DHSP and any remaining participating agencies will have the right to use all client information previously entered into CHMIS by Agency, subject to the provisions of this Agreement. Additionally, upon termination, the Agency will receive one export copy of all data entered by the Agency into the CHMIS up to the date of termination.

### **IV. Data Entry and Regular Use of CHMIS**

1. The Agency will not permit user ID's and passwords to be shared among users, nor will it share nor permit to be shared assigned user ID's and passwords to access the CHMIS with any other organization, governmental entity, business, or individual.
2. Subject to any limitations necessitated by HIPAA or by laws protecting the privacy and confidentiality of victims of domestic violence, the Agency will enter all required data elements as defined for all persons who are participating in services funded by HUD.
3. The Agency will enter data in a consistent manner, striving for real-time, or close to real-time, data entry.

4. The Agency, through the oversight of the designated Agency CHMIS Administrator, is responsible for entering, verifying and correcting any data that it entered in CHMIS, which include: measuring the completeness of data by running HUD HMIS Data Quality Reports, APRs, ESG Reports and other Clarity canned reports; and being responsible for ensuring that staff tasked with correcting data quality issues do so in a timely manner consistent with deadlines set by DHSP.
5. The Agency will not knowingly enter inaccurate information into CHMIS.
6. The Agency will prohibit anyone with an Agency-assigned user ID and password from entering offensive language, profanity, or discriminatory comments based on race, color, religion, national origin, ancestry, handicap, age, sex, and sexual orientation.
7. The Agency will utilize the CHMIS for business purposes only, will not transmit material in violation of any federal or state laws and regulations, and will not use the CHMIS with intent to defraud any federal, state, or local government agency, or an individual entity, or to conduct any illegal activity. Prior to permitting any user to access CHMIS, DHSP will require each user to sign the CHMIS User Policy, Responsibility Statement & Code of Ethics Form ("User Policy"), which is incorporated into this Agreement, and may be amended from time to time by DHSP. Agency will comply with, and enforce the User Policy and is obligated to report to DHSP immediately any breaches of the User Policy.
8. The Agency agrees to allow access to CHMIS only from computers which are owned by the Agency or approved by the Agency for the purpose of accessing and working with CHMIS.
9. The Agency will keep updated virus protection software on Agency computers that access the CHMIS.
10. The Agency will maintain a software or hardware firewall on Agency computers that access the CHMIS.
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14. The Agency agrees to make an assigned Agency CHMIS Administrator available for Working Group meetings and trainings conducted for the purpose of improving data base utilization, including data entry and retrieval. As part of this requirement, the Agency will sign a Participating Agency CHMIS Administrator Agreement.
15. The Agency agrees that it may only release aggregated information generated by the CHMIS that is specific to its own services.
16. The Agency understands that it will have full access to all identifying and statistical data on the clients it serves, and will not have access to data on clients that it does not serve.

17. Notwithstanding any other provision of this Agreement, the Agency agrees to abide by all policies and procedures relevant to the use of CHMIS that the DHSP publishes from time to time.
18. The Agency understands that provision of services by the Agency is not and will never be contingent upon a client's participating in the CHMIS, and that DHSP does not require or imply otherwise.

## V. Hold Harmless

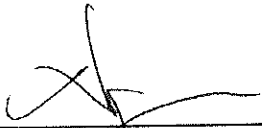
1. The DHSP makes no warranties, expressed or implied. The Agency, at all times, will defend, indemnify and hold the DHSP harmless from any damages, liabilities, claims, and expenses that may be claimed against the Agency and/or DHSP; or for injuries or damages to the Agency and/or DHSP or another party arising from the Agency's participation in the CHMIS; or arising from any acts, omissions, neglect, or fault of the Agency or its agents, employees, licensees, or clients; or arising from the Agency's failure to comply with laws, statutes, ordinances, or regulations applicable to it or the conduct of its business. This Agency will also hold the DHSP harmless for loss or damage resulting in the loss of data due to delays, non-deliveries, mis-deliveries, or service interruption, by the Agency's or other member agency's negligence or errors or omissions, as well as natural disasters, technological difficulties, and/or acts of God. The DHSP shall not be liable to the Agency for damages, losses, or injuries to the Agency or another party other than if such is the result of gross negligence or willful misconduct of the DHSP. In turn, the DHSP agrees not to hold the Agency liable for any damages, liabilities, claims or expenses caused solely by the negligence or misconduct of DHSP staff.

## VI. Miscellaneous Terms and Conditions

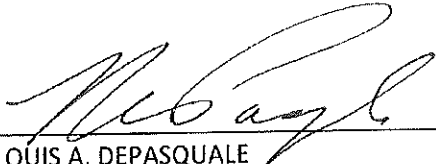
1. The parties hereto agree that this agreement is the complete and exclusive statement of the agreement between parties and supersedes all prior proposals and understandings, oral and written, relating to the subject matter of this agreement.
2. The Agency shall not transfer or assign any rights or obligations under the Participation Agreement without the written consent of the DHSP.
3. This agreement shall remain in force until revoked in writing by either party, with 30 days advance written notice. The exception to this term is if allegations or actual incidents arise regarding possible or actual breaches of this agreement. Should such situations arise, the DHSP may immediately suspend access to the CHMIS until the allegations are resolved in order to protect the integrity of the system.
4. This agreement may be modified or amended by written agreement executed by both parties with 30 days advance written notice.

IN WITNESS WHEREOF, the City and the Agency have executed this Agreement as of the date first written above.

*Approved as to Legal Form:*

  
\_\_\_\_\_  
NANCY E. GLOWA  
City Solicitor

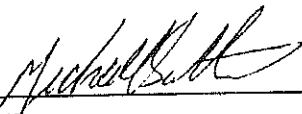
*Approved for the City of Cambridge:*

  
\_\_\_\_\_  
LOUIS A. DEPASQUALE  
City Manager

*Approved for the Department:*

  
\_\_\_\_\_  
ELLEN SEMONOFF  
Assistant City Manager  
Human Services

*Approved for the Agency:*

  
\_\_\_\_\_  
Signature

Printed Name: Michael J. Southwick

Title: Secretary

The Salvation Army  
Organization/Agency Name

Cambridge Homeless Management Information System (CHMIS)  
Participation Agreement Between the  
Cambridge Department of Human Service Programs and

Vinfen Corporation (Agency name)

This agreement is entered into on 08/01/17 (mm/dd/yy) between the City of Cambridge, on behalf of its Department of Human Service Programs, hereafter known as "DHSP" and Vinfen Corporation (Agency Name), hereafter known as "Agency," regarding access and use of the Cambridge Homeless Management Information System, hereafter known as "CHMIS."

## I. Introduction

The CHMIS, a shared homelessness database allows authorized personnel at participating homeless services provider agencies that participate in the Cambridge Continuum of Care ("Cambridge CoC") to enter, track, and report on information concerning their own clients, and to share information, subject to appropriate inter-agency agreements, on common clients. CHMIS uses Clarity Human Services ("Clarity"), a database management system hosted by Bitfocus, Inc. The Clarity database management system also allows the City to import U.S. Department of Housing and Urban Development ("HUD") and City required data about homeless persons and the services they receive from other agencies participating in the Cambridge CoC.

This Agreement is made for the purpose of defining and setting forth certain obligations, rights and duties of the DHSP, the CHMIS Working Group, as referenced in the CHMIS Governance Charter (hereinafter, "Working Group"), and the Agency. It is made solely for the benefit of the DHSP, the Working Group and the Agency and their respective employees, heirs, personal representatives, successors and assigns. No other person or entity shall have any rights of any nature (including any rights as a third party beneficiary) under this Agreement or by reason hereof. Without limiting the generality of the preceding sentence, no user of the CHMIS system in his or her capacity as such and no current, former or prospective client of any agency shall have any rights of any nature under this Agreement or by reason hereof.

The goals of the CHMIS are to:

- Improve coordinated care for and services to homeless persons in the City of Cambridge;
- Provide a user-friendly and high quality automated records system that expedites client intake procedures, and supports the collection of quality information that can be used for program improvement and service-planning; and
- Meet the reporting requirements of HUD, and other funders as needed.



In compliance with all state and federal requirements regarding client/consumer confidentiality and data security, the CHMIS is designed to collect and deliver timely, credible, quality data about services and homeless persons or persons at risk for being homeless. The DHSP's Planning and Development Office administers, monitors and hosts the CHMIS through Clarity, and is responsible for allowing and limiting other participating agencies access to the CHMIS database.

## II. DHSP Responsibilities

1. The DHSP will provide the Agency with 24-hour access to the CHMIS data-gathering system, via internet connection.
2. The DHSP will provide both initial training and periodic updates to that training for relevant Agency Staff regarding the use of the CHMIS, with the expectation that the Agency will take responsibility for addressing basic training or technical needs within the Agency, before seeking help from the DHSP.
3. The DHSP will provide basic user support and technical assistance (e.g., general troubleshooting and assistance, resolving problems related to data entry, or standard report generation). Access to this basic technical assistance will normally be available during the normal business hours of the DHSP, that is, from 8:30 AM. to 8:00 PM. on Mondays, from 8:30 AM. to 5:00 PM. on Tuesdays, Wednesdays, and Thursdays, and from 8:30 AM. to 12:00 noon on Fridays (with the exclusion of holidays or any other days DHSP's offices are unexpectedly closed). Additional assistance may be available by prior arrangement with DHSP staff.
4. The DHSP will not publish reports on client data that identify specific persons. The DHSP will not publish reports on client data that identify specific agencies without prior agency (and as necessary, client) permission. Public reports otherwise published will be limited to presentation of aggregated data from the CHMIS database. DHSP will use its best effort never to release proprietary information about agencies or their services, procedures or clients without written permission of the Agency.

## III. Privacy and Confidentiality

### A. Protection of Client Privacy

1. The Agency will comply with all applicable federal and state laws regarding protection of client privacy, including but not limited to: (1) any requirements established by the U.S. Department of Housing and Urban Development (HUD) in conjunction with its HMIS requirements, as detailed in 69 Federal Register 45888 (July 30, 2004), and any superseding rule(s) that are issued by HUD, and its HMIS Data Standards Manual and HMIS Data Dictionary, as amended; (2) Massachusetts General Laws Chapters 66A, Fair Information Practices, and 93H, Security Breaches; (3) 201 CMR 17:00, Standards for the Protection of Personal Information of Residents of the Commonwealth; and (4)

Massachusetts Executive Order 504, Order Regarding the Security and Confidentiality of Personal Information.

2. The Agency will comply specifically with federal confidentiality regulations as contained in the Code of Federal Regulations, 42 CFR Part 2, regarding disclosure of alcohol and/or drug abuse records.
3. The Agency will comply specifically with the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), 45 C.F.R., Parts 160 & 164, and corresponding regulations established by the U.S. Department of Health and Human Services.
4. The Agency will comply specifically with the Violence Against Women Act Reauthorization of 2013, Public Law No: 113-4.
5. The Agency will comply with all additional policies and procedures established by DHSP pertaining to protection of client privacy.
6. The DHSP may conduct periodic audits of the Agency to enforce informed consent and privacy requirements and standards. Although the DHSP may conduct periodic audits to enforce informed consent and privacy requirements and standards, the Agency is primarily responsible for ensuring compliance with such requirements and standards.

#### **B. Client Confidentiality**

1. The Agency agrees to provide to each adult client with a copy of CoC's Client Consent Information Sheet, Client Release of Information to Sign form and Mandatory Information Notice. The Agency will provide each adult client with a verbal explanation of the CHMIS and arrange for a qualified interpreter/translator or other reasonable accommodation in the event that an individual is not literate in English or has difficulty understanding the aforementioned documents (these documents are available in English, Spanish, Haitian Creole and Portuguese). In obtaining client consent, each adult client in a household must sign the Client Release of Information to Sign form (or a DHSP approved equivalent document) to indicate consent to share Protected Personal Information ("PPI") into CHMIS. If minors are present in the household, at least one adult in the household must consent for minors by writing their names on the Client Release of Information to Sign form.
2. Informed consent must be given by clients in order for their PPI to be entered into CHMIS and shared among agencies in the CHMIS (see <http://cambridgecoc.org/hmis-participating-agencies/>). Non-identifying client information may be entered in the system for all clients regardless of whether they give their informed consent and regardless of their domestic violence status.
3. If any adult member of a household does not grant authorization to share basic identifying information and non-confidential service data via the CHMIS, then the client record should be set to "Private" in CHMIS.
4. Agency staff shall not enter PPI into CHMIS for clients who are in licensed domestic violence agencies or currently fleeing or in danger from a domestic violence, dating violence, sexual assault or stalking situation.
5. Signed Client Informed Consent/Release of Information forms (digitally signed or uploaded PDFs) are in effect for three (3) years from the date of signature.

6. The Agency will not divulge any confidential information received from the CHMIS to any organization or individual who is not expressly authorized to receive such information without proper written consent by the client, unless otherwise permitted by applicable regulations or laws.
7. A client may withdraw or revoke consent for client PPI collection by completing and signing a Revocation of Consent form. If a client revokes his/her consent, the Agency is responsible for immediately contacting DHSP and making appropriate data modifications in CHMIS to ensure that client's PPI will not be shared with other agencies participating in CHMIS or visible to the Agency staff within the system.

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1. The Agency will permit access to the CHMIS with use of a user ID and password. Passwords shall be at least eight characters long and meet industry standards for complexity requirements, including, but not limited to, the use of at least one of each of the following kinds of characters in the passwords: upper and lower-case letters, and numbers and symbols. Passwords shall not be, or include, the username, or the CHMIS name. The use of default passwords on initial entry into the CHMIS application is allowed so long as the default password is changed upon first use. Passwords and user IDs shall be consistent with guidelines issued from time to time by HUD, DHSP and Bitfocus. The Agency will ensure that all persons who are issued a user ID and Password to the CHMIS abide by this Agreement, including all associated confidentiality provisions. The Agency will be responsible for oversight of its own related confidentiality requirements.
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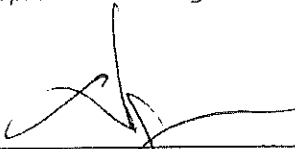
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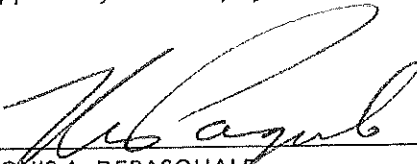
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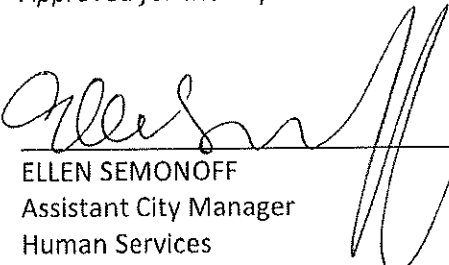
Approved as to Legal Form:

  
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NANCY E. GLOWA  
City Solicitor

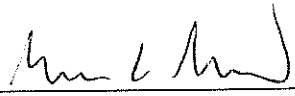
Approved for the City of Cambridge:

  
\_\_\_\_\_  
LOUIS A. DEPASQUALE  
City Manager

Approved for the Department:

  
\_\_\_\_\_  
ELLEN SEMONOFF  
Assistant City Manager  
Human Services

Approved for the Agency:

  
\_\_\_\_\_  
Signature  
Printed Name: Bruce L. Bird  
Title: CEO  
Vinten Corporation  
Organization/Agency Name

ATTACHMENT 8

The documents in this attachment are:

- Cambridge Continuum of Care CoC Program Standards
- Cambridge Continuum of Care Governance Charter



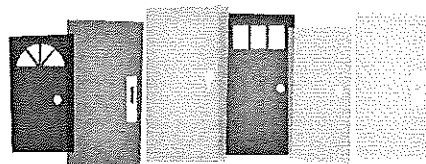
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# CAMBRIDGE CONTINUUM OF CARE COC PROGRAM STANDARDS

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ADOPTED 7/6/2017

UPDATED 1/18/2018



**Cambridge** CONTINUUM  
OF CARE

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## A. Introduction

The Cambridge Continuum of Care (CoC) is responsible for coordinating and implementing a system to address the needs of both people experiencing homelessness and those who are at risk of homelessness within the City of Cambridge. The Emergency Solutions Grant (ESG) Program Interim Rule and the Continuum of Care Program Interim Rule state that the CoC must, in consultation with recipients of ESG Program funds within its geographic area, establish and consistently follow written standards for providing CoC assistance.

All projects receiving CoC Program funding from the U.S. Department of Housing and Urban Development (HUD) in the Cambridge CoC are required to abide by these written standards. Projects that do not receive CoC funding are encouraged to adopt these standards. These standards will:

- o Ensure that persons experiencing homelessness in the City will be given standardized information and support to access and maintain permanent housing;
- o Establish community-wide expectations on the operation, quality, and equity of CoC funded projects; and
- o Ensure project transparency across the City of Cambridge; and
- o To make the most efficient use of limited funds.

## B. General Requirements

1. All CoC funded projects are required to receive referrals from Cambridge Coordinated Access Network (C-CAN), excepting victim service providers, which may use a separate coordinated entry process, per 24 CFR 578.23(c)(9) and (11), which otherwise requires all Continuum of Care projects to participate. PSH and RRH projects will work with C-CAN to determine project-specific eligibility and amount and type of assistance project participants need to regain stability in permanent housing.
2. CoC funded projects must verify and document each project participant's eligibility for CoC assistance.
3. CoC projects must connect participants to mainstream resources in and outside of the CoC including housing, social services, employment, education and youth programs for which participants may be eligible. Participants must also be connected to other Federal, State, local, and private assistance available to assist the participant in obtaining housing stability including: Medicaid; SNAP; WIC; Unemployment Benefits; SSI/SSDI; TAFDC/EAEDA; Federal, State, or local subsidized housing; any other program or assistance available to meet the needs of the participant and allow that person to obtain and maintain permanent housing. CoC projects are responsible for conducting an ongoing assessment of the supportive services needed by project participants and coordinating services to ensure long-term housing stability.
4. CoC funded projects must abide by the following termination procedure in order to preserve project participants' rights:
  - a. Provide participants with a complete list of project rules and consequences for violation of those rules prior to enrollment;
  - b. Examine all extenuating circumstances surrounding the decision to terminate and opt to terminate only in the most severe cases;
  - c. Provide written notice to participant containing a clear statement of the reason for termination;
  - d. Allow the participant to (1) request that the decision to terminate be reviewed by someone other than the person who made the initial termination decision or a subordinate of that person, and (2) present oral or written statements objecting to the termination;
  - e. Issue prompt written notice of the final, post-review decision; and

- f. Inform terminated participant that the termination does not mean that he or she cannot seek services from the CoC funded service provider in the future.
5. CoC projects that serve households with children:
    - a. Have a staff person designated as the educational liaison that will ensure children are enrolled in school and connected with appropriate services in the community, including early childhood programs such as Head Start, Part C of the Individuals with Disabilities Education Act, and the McKinney Vento education services;
    - b. Not discriminate on the basis of age and/or gender of children when considering housing options. To prohibit involuntary family separation, the age and gender of a child under 18 cannot be used as a basis for denying any family's admission to a project.
  6. CoC projects must abide by Federal, State, and Local Civil Rights, Disabilities laws, and the Violence Against Women Act.
  7. HUD-funded projects shall not engage in or require as a part of project services, inherently religious activities such as worship, religious instruction. These activities may be conducted separately from project services and must be voluntary for project participants.
  8. CoC funded Transitional and Permanent Housing projects shall provide Program Participants with a HUD-approved Notice of Occupancy Rights Under the Violence Against Women Act. The HUD approved form is available from HUD here: <https://www.hud.gov/sites/documents/5380.docx> and on the Cambridge CoC website here: <http://cambridgecoc.org/violence-against-women-act-vawa-resources>. Subrecipient is responsible for ensuring that the Notice is complete and up to date when provided to Program Participants.
 

The Notice shall be provided when a Program Participant:

    - a. is denied permanent housing or transitional housing;
    - b. is admitted to permanent housing or transitional housing;
    - c. receives notification of eviction; and
    - d. is notified of termination of assistance.
  9. CoC funded projects must adopt and follow policies and procedures that conform to HUD's program rules and these Written Standards. Policies and procedures must cover the following topics:
    - a. *Coordinated Entry participation*: a policy for receiving referrals from C-CAN and reporting vacancies to C-CAN including identification of the project staff position(s) responsible for C-CAN participation.
    - b. *Eligibility*: the complete list of project eligibility criteria including how each criterion will be evaluated and documented.
    - c. *Service delivery*: policies and procedures for delivering services to project participants including the full array of services available.
    - d. *Project rules*: a complete list of all rules and the consequences for violating those rules.
    - e. *Termination procedure*: the complete process for initiation of termination proceedings, making appeals, and issuing a final termination decision.
    - f. *Document collection*: a list of documents that must be collected from project participants; how often they must be collected; the priority with which documents will be received (i.e. third-party documentation over self-certification); and a retention policy (5 years after the expenditure of all funds from the grant under which the project participant was served).
    - g. *HMIS participation*: the process by which releases of information are collected and information is entered into the Homeless Management Information System (HMIS) in a timely manner.
    - h. *Confidentiality policy*: a policy describing how project participant records will be kept confidential and physically secure as well as the process by which project participant information will be released to third parties (i.e. a policy on how releases of information are collected and used).

- i. *Fiscal policies and procedures*: policies and procedures describing procedures and responsibilities for approving CoC expenses and requests for reimbursement; and documentation procedures to show: that CoC funds are spent on allowable costs in accordance with requirements for eligible activities; records of the source and use of contributions made to satisfy the matching requirement described in § 578.73 of the CoC Interim Rule; and records of the receipt and use of program income.
- j. *Conflicts of interest*: a policy describing compliance with the organizational conflicts of interest requirements described in § 578.95 of the CoC Interim Rule.
- k. *Homeless participation*: a policy describing compliance with the homeless participation requirements described in § 578.75(g) of the CoC Interim Rule.
- l. *Affirmatively furthering fair housing*: a policy describing how the project affirmatively markets housing and services to eligible persons regardless of race, color, national origin, religion, sex, age, familial status, or handicap who are least likely to apply in the absence of special outreach, and maintain records of those marketing activities.
- m. *Protections for victims of domestic violence, dating violence, sexual assault, or stalking*: a policy describing procedures to comply with the requirements set forth in § 578.99(j) of the CoC Interim Rule, including procedures to notify participants of rights under the Violence Against Women Act (VAWA); contract, lease and occupancy agreement provisions; bifurcation; and adherence to the Cambridge CoC's emergency transfer plan.

## C. Occupancy Standards and Inspection Requirements

All CoC funded housing units must meet applicable federal, state and local safety, sanitary and habitability requirements. All housing units must meet the applicable Housing Quality Standards (HQS) for the component type.

1. The CoC grant subrecipient must physically inspect each unit to ensure that the unit meets HQS.
2. Assistance shall not be provided for units that fail to meet HQS, unless the owner corrects any deficiencies within 30 days from the date of the initial inspection and the subrecipient verifies that all deficiencies have been corrected.
3. Subrecipients must inspect all units at least annually during the grant period to ensure that the unit continues to meet HQS.
4. All housing units must be a suitable dwelling size

## D. HMIS Requirements

All CoC funded projects must collect record, and make available to the CoC's HMIS Lead Agency (Cambridge Department of Human Service Programs) data that is necessary to determine: (1) unduplicated counts of the number of homeless individuals and families accessing service; (2) demographic characteristics of homeless individuals and families; and (3) patterns of service use within the community.

To fulfill this requirement, CoC projects shall participate in one of the following instances of HMIS: (1) Cambridge HMIS; (2) ASIST HMIS; (3) Boston HMIS; or (4) an instance that is specific to and administered by the subrecipient agency. If the project chooses to utilize Option (2), (3) or (4), the CoC project must be configured in HMIS in such a way that the project is able to provide data to the HMIS Lead Agency in HUD HMIS Comma-Separated Value (CSV) format.

## E. Recordkeeping Requirements

All CoC funded projects must keep the following documentation relative to their CoC project:

1. Agency Level: Subrecipient shall collect and retain Agency-level records related to the following:
  - a. Documentation of Non-profit Status
  - b. Conflicts of Interest
  - c. Homeless Participation
  - d. Annual Audit
  - e. Certificate of Authority
  - f. Accounting policy
2. Project Level: Subrecipient shall retain documentation of the following project-level policies and procedures:
  - a. Required Policies and Procedures
  - b. Job Descriptions
  - c. A written confidentiality/privacy notice, a copy of which should be made available to participants if requested.
  - d. Use of the CoC's coordinated entry system (C-CAN)
  - e. Use of HMIS
  - f. Records of all emergency transfers requested, and the outcomes of such requests (must be retained for 3 years).
3. Participant Level: Subrecipient must collect and keep the following records as a part of the Project Participant file:
  - a. Project participant eligibility including homeless or chronic homeless status and disability.
  - b. Service delivery including (1) assessment of project participant service needs; (2) connection to mainstream benefits and services; and, (3) the amount and type of assistance offered to and received by project participants.
  - c. Initial and annual inspection of housing units showing that minimum habitability standards are met.
  - d. Evidence that housing unit rents are rent reasonable (in relation to rents being charged for comparable unassisted units in the same market).
  - e. Evidence showing that the housing unit size is suitable for household composition (i.e. the unit has enough bedrooms to allow children of different genders over age five to have separate bedrooms).
  - f. When required, evidence of proper income calculation.
  - g. HMIS Release of Information
  - h. Proof that Notice of Occupancy Rights Under the Violence Against Women Act was provided to participants in transitional and permanent housing
  - i. Records must be retained for the appropriate amount of time as prescribed by HUD.
4. All projects must keep the following financial records:
  - a. Documentation of all costs charged to the grant.
  - b. Documentation that funds were spent on allowable costs.
  - c. Documentation of the receipt and use of program income.
  - d. Documentation of compliance with expenditure limits—including Fair Market Rent—and deadlines.
  - e. Retain copies of all procurement contracts as applicable.
  - f. Documentation of amount, source and use of match contribution.

## F. Standards for Providing CoC Assistance

The standards described in this section specify community-wide standards and expectations for the provision of CoC assistance. All CoC funded projects must consistently follow these standards, and other community providers are encouraged to adopt the same standards.

### 1. TRANSITIONAL HOUSING

Transitional Housing (TH) facilitates the movement of homeless individuals and families to permanent housing within 24 months of entering TH. At this time, there are no TH projects funded by the CoC Program in the Cambridge CoC; however, these standards remain as a guide for any future or non-CoC funded TH projects within the CoC.

#### a. Eligibility Criteria

Households defined as Homeless under Category 1 (Literally Homeless), 2 (Imminent Risk of Homelessness) or 4 (Fleeing/Attempting to Flee Domestic Violence) of HUD's Homeless definition.

#### b. Assessment & Accessing Assistance

All households presenting as homeless in the Cambridge CoC should be assessed through the CoC's Coordinated Entry system (C-CAN). The assessment process evaluates eligibility and prioritization for TH projects, and refers prioritized households to any available TH vacancies within the CoC. Households seeking assistance can be assessed by C-CAN staff:

- i. At the Cambridge Multi-Service Center;
- ii. At scheduled field-based access points (schedule online at [www.cambridgecoc.org/cambridgecan](http://www.cambridgecoc.org/cambridgecan)); or
- iii. By requesting a meeting with a mobile assessment team member (617-349-7715 or [cambridgeCAN@cambridgema.gov](mailto:cambridgeCAN@cambridgema.gov)).

The standardized C-CAN assessments include a Housing Prioritization Tool and a Vulnerability Index designed to comprehensively assess service needs, and produce scores that are used to prioritize households for housing and services. The Housing Prioritization Tool results in a letter score for each of the following housing types: Permanent Supportive Housing (A); Transitional Housing (A-G); and Rapid Rehousing (A-G), with A representing highest priority for a given housing type. The Combined Vulnerability Index score ranges from 0 to 11, with higher scores indicating greater levels of vulnerability and severity of service needs.

#### c. Prioritization

Prioritization decisions to fill TH vacancies are determined on the following factors. Each successive sorting factor takes place within groups that have been prioritized according to the previous factor.

- i. First, households are ordered by their Transitional Housing score, as determined by the Housing Prioritization Tool, with those receiving "A" prioritized first;
- ii. Next, households are ordered by their Combined Vulnerability Index score, with those receiving the highest score prioritized first;
- iii. Finally, as per CPD-17-01 II.B.3, if multiple eligible households still maintain equal priority, those households will be ordered based on date of C-CAN assessment completion, with the earliest date corresponding to the highest priority.

Households fleeing domestic violence who qualify for an emergency transfer from a CoC funded Transitional Housing project shall have priority over all other applicants for transitional housing provided that the household meets all eligibility criteria required by Federal law or regulation or HUD Notice of Funding Availability; and the household meets any additional criteria established in accordance with 24 CFR 578.93(b)(1),(4),(6), or (7). The household shall retain their original homeless status for purposes of the transfer.

d. Minimum Standards

In addition to meeting the general standards for providing CoC assistance, TH providers must meet the following project specific minimum standards:

- i. Maximum length of stay should not exceed 24 months.
- ii. Assistance in transitioning to permanent housing must be provided.
- iii. Supportive services must be offered throughout the duration of stay in TH.
- iv. Participants in TH must enter into a lease or occupancy agreement for a term of at least one month. The lease must be automatically renewable upon expiration, except on prior notice by either party, up to a maximum term of 24 months.
- v. CoC funded TH projects must provide accurate and up-to-date information on vacancies and eligibility criteria for the project (gender specific, individuals/families, etc.).

2. RAPID REHOUSING (RRH)

CoC funded Rapid Rehousing (RRH) is a type of medium-term Tenant Based Rental Assistance (TBRA) that provides intensive, targeted supportive services to quickly stabilize participants in permanent housing. The goal of RRH is for participants to maintain permanent housing after time limited rental assistance and supportive services end.

a. Eligibility Criteria

Households defined as Homeless under Category 1 (Literally Homeless) and coming directly from streets or emergency shelters or Category 4 (Fleeing/Attempting to Flee Domestic Violence) of HUD's Homeless definition.

b. Assessment & Accessing Assistance

All households presenting as homeless in the Cambridge CoC should be assessed through the CoC's Coordinated Entry system (C-CAN). The assessment process evaluates eligibility and prioritization for RRH projects, and refers prioritized households to any available RRH vacancies within the CoC. Households seeking assistance can be assessed by C-CAN staff:

- i. At the Cambridge Multi-Service Center;
- ii. At scheduled field-based access points (schedule online at [www.cambridgecoc.org/cambridgecan](http://www.cambridgecoc.org/cambridgecan)); or
- iii. By requesting a meeting with a mobile assessment team member (617-349-7715 or [cambridgeCAN@cambridgema.gov](mailto:cambridgeCAN@cambridgema.gov)).

The standardized C-CAN assessments include a Housing Prioritization Tool and a Vulnerability Index designed to comprehensively assess service needs, and produce scores that are used to prioritize households for housing and services. The Housing Prioritization Tool results in a letter score for each of the following housing types: Permanent Supportive Housing (A); Transitional Housing (A-G); and Rapid Rehousing (A-G), with A representing highest priority for a given housing type. The Combined Vulnerability Index score ranges from 0 to 11, with higher scores indicating greater levels of vulnerability and severity of service needs.

c. Prioritization

Prioritization decisions to fill RRH vacancies are determined on the following factors. Each successive sorting factor takes place within groups that have been prioritized according to the previous factor.

- i. First, households are ordered by their Rapid Rehousing score, as determined by the Housing Prioritization Tool, with those receiving "A" prioritized first;



- ii. Next, households are ordered by their Combined Vulnerability Index score, with those receiving the highest score prioritized first;
- iii. Finally, as per CPD-17-01 II.B.3, if multiple eligible households still maintain equal priority, those households will be ordered based on date of C-CAN assessment completion, with the earliest date corresponding to the highest priority.

Households fleeing domestic violence who qualify for an emergency transfer from a CoC funded RRH project shall have priority over all other applicants for RRH provided that the household meets all eligibility criteria required by Federal law or regulation or HUD Notice of Funding Availability; and the household meets any additional criteria established in accordance with 24 CFR 578.93(b)(1),(4),(6), or (7). The household shall retain their original homeless or chronically homeless status for purposes of the transfer.

d. Minimum Standards

In addition to meeting the general standard for providing CoC assistance, CoC RRH providers must meet the following project specific minimum standards:

- i. Participation in a RRH project cannot exceed 24 months.
- ii. Rental Assistance does not need to be provided consecutively.
- iii. Services that must be provided include landlord outreach, assessment of housing barriers, financial assistance, and case management.
- iv. Participant must meet with a case manager at least once per month while enrolled in the project. Meeting may be by phone, at the housing unit, or at any other location designated by the project staff and/or participant.
- v. Participants may receive up to six months of supportive services after rental assistance has ceased.
- vi. CoC funded RRH projects must provide accurate and up-to-date information on vacancies and eligibility criteria for the project (gender specific, individuals/families, etc.).

RRH Rental Assistance Standards

- i. Typical length of assistance: up to 24 months.
- ii. All participants receiving rental assistance subsidies must contribute a minimum of 30% of their monthly adjusted household income toward their monthly rent. This tenant rent contribution may be adjusted at any time based on changes to household income, including, but not limited to, each annual reassessment.
- iii. Maximum amount of assistance is determined by rent reasonableness of appropriate-sized unit for household x 24 months (maximum period of rental assistance).

### 3. PERMANENT SUPPORTIVE HOUSING

Permanent Supportive Housing (PSH) is community-based housing for households with disabilities, the purpose of which is to provide supportive services and housing without a designated length of stay.

a. Eligibility Criteria

- i. Households defined as Homeless under Category 1 (Literally Homeless) or Category 4 (Fleeing/Attempting to Flee Domestic Violence) of HUD’s Homeless definition.
  - a. Households coming from TH must have originally come from the streets or emergency shelter
  - b. Households must have an individual member with a disability

- ii. Projects with beds dedicated for chronically homeless persons must also evaluate and document eligibility for the Chronic Homeless definition.

b. Assessment & Accessing Assistance

All households presenting as homeless in the Cambridge CoC should be assessed through the CoC's Coordinated Entry system (C-CAN). The assessment process evaluates eligibility and prioritization for PSH projects, and refers prioritized households to any available PSH vacancies within the CoC. Households seeking assistance can be assessed by C-CAN staff:

- i. At the Cambridge Multi-Service Center;
- ii. At scheduled field-based access points (schedule online at [www.cambridgecoc.org/cambridgecan](http://www.cambridgecoc.org/cambridgecan)); or
- iii. By requesting a meeting with a mobile assessment team member (617-349-7715 or [cambridgeCAN@cambridgema.gov](mailto:cambridgeCAN@cambridgema.gov)).

The standardized C-CAN assessments include a Housing Prioritization Tool and a Vulnerability Index designed to comprehensively assess service needs, and produce scores that are used to prioritize households for housing and services. The Housing Prioritization Tool results in a letter score for each of the following housing types: Permanent Supportive Housing (A); Transitional Housing (A-G); and Rapid Rehousing (A-G), with A representing highest priority for a given housing type. The Combined Vulnerability Index score ranges from 0 to 11, with higher scores indicating greater levels of vulnerability and severity of service needs.

c. Prioritization

Prioritization decisions to fill PSH vacancies are determined on the following factors. Each successive sorting factor takes place within groups that have been prioritized according to the previous factor. This prioritization method complies with CPD-16-11 (III)(A) by relying on standardized assessments to prioritize based on duration of homelessness and severity of service needs.

- i. First, households are ordered by Chronic Homeless status based on standard HUD assessment data from HMIS, with those indicated as Chronically Homeless prioritized first;
- ii. Next, households are ordered by their Permanent Supportive Housing score, as determined by the Housing Prioritization Tool, with those receiving "A" prioritized first;
- iii. Next, households are ordered by their Combined Vulnerability Index score, with those receiving the highest score (those with the highest severity of service needs) prioritized first;
- iv. Next, households are ordered by their total duration of homelessness, as recorded within the Vulnerability Index assessment, with those having the longest duration prioritized first;
- v. Finally, as per CPD-17-01 II.B.3, if multiple eligible households still maintain equal priority, those households will be ordered based on date of C-CAN assessment completion, with the earliest date corresponding to the highest priority.

The CoC's prioritization process allows for a match to be made between vacancies with funding-imposed eligibility requirements and households meeting those eligibility criteria. For example, when a PSH vacancy arises for a unit limited to female clients, the highest priority female client will be prioritized even though there may be higher priority male clients on the PSH waiting list.

Households fleeing domestic violence who qualify for an emergency transfer from a CoC funded PSH project shall have priority over all other applicants for PSH provided that the household meets all eligibility criteria required by Federal law or regulation or HUD Notice of Funding Availability; and the household meets any additional criteria established in accordance with 24 CFR 578.93(b)(1),(4),(6), or (7). The household shall retain their original homeless or chronically homeless status for purposes of the transfer.

d. Minimum Standards

- i. CoC funded PSH projects must provide accurate and up-to-date information on vacancies and eligibility criteria for the project (gender specific, individuals/families, etc.).
- ii. All CoC-funded PSH projects must fill vacancies for all beds and units via C-CAN referrals, which will provide referrals from a waitlist prioritized by length of time homeless and severity of service needs.
- iii. There can be no predetermined length of stay for a PSH program
- iv. Supportive services designed to meet the needs of participants must be made available to participants throughout the duration of stay in PSH. However, participation is not mandatory and cannot be a condition of tenancy.
- v. Participants in PSH must enter into a lease agreement for an initial term of at least one year. The lease must be automatically renewable upon expiration, except on prior notice by either party, up to a maximum term of 24 months
- vi. PSH programs should utilize Housing First approaches.

## G. Future Review, Updates and Amendments

These written standards are not only intended to be specific and detailed, addressing unique eligibility requirements for the housing and service resources available, but they are also relevant in the Continuum's work today. To ensure the relevancy of these standards against HUD requirements, the CoC's homeless population and both local and national targeting priorities, the CoC will regularly review and update these written standards.

- a. Changes/ Updates: The CoC Program Standards will be reviewed annually. Proposed changes/updates will be brought to the Cambridge CoC Board of Directors for approval.
- b. When reviewing these standards in the future, the CoC's consideration may include:
  - i. Provider feedback on the current written standards;
  - ii. Project participant feedback on the coordinated entry process;
  - iii. The effectiveness and appropriateness of housing and services for current project participants;
  - iv. The CoC's success at meeting the performance standards in Section 427 of the McKinney-Vento Act;
  - v. Changes in the characteristics of the homeless population within the CoC; and
  - vi. Changes in the housing and service resources available in the CoC.

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# CAMBRIDGE CONTINUUM OF CARE GOVERNANCE CHARTER

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ADOPTED: April 2014  
MOST RECENT UPDATE: August 2019



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# Introduction

Since the mid-1990s, Cambridge's Homeless Services Planning Committee (HSPC) has been convening regularly to coordinate programs and services for households experiencing homelessness in the City. This group, also known as the Continuum of Care (CoC), is a group of organizations and individuals working to address homelessness through a coordinated community-based process of identifying needs and building a system of housing and services to address those needs. The group is comprised of stakeholders who, as an administrative entity, coordinate a year-round planning effort and prepare the annual application for homeless services grants from the U.S. Department of Housing and Urban Development (HUD).

HEARTH Act amendments to the McKinney-Vento Homeless Assistance Act codified the role and functions of the CoC, formalizing the responsibilities of a CoC and establishing minimum requirements for its operation and management.

This governance charter:

- outlines the governance structure of the Cambridge CoC under the new CoC Program Interim Rule;
- defines the roles and responsibilities of the Board, Committees, Working Groups and staff; and
- establishes policies and procedures for operating and managing the CoC.

## ARTICLE I. Name, Vision, Mission, Purpose and Responsibilities

- A. Name. The name of this unincorporated association is the Cambridge Continuum of Care (CCoC).
- B. Mission. The CCoC plans, develops and implements comprehensive and coordinated strategies to address homelessness in Cambridge.
- C. Vision. The vision of the CCoC is that in our community every person is appropriately, safely and decently housed. The CCoC works to alleviate homelessness through prevention, assistance toward self-sufficiency and the provision of a continuum of housing and service options.
- D. Purpose. The purposes of the CCoC are to:
  1. Promote communitywide commitment to implementing best practices to work toward the goal of ending homelessness in Cambridge;
  2. Maximize available funding for efforts by providers and government entities to prevent homelessness and quickly re-house homeless individuals and families in Cambridge, while minimizing the trauma and dislocation that homelessness causes to individuals, families and the community;
  3. Promote access to mainstream programs by homeless individuals and families, encouraging the full, effective use of available resources; and
  4. Improve self-sufficiency among individuals and families that experience homelessness.
- E. Responsibilities. The CCoC will fulfill the responsibilities assigned to continuums of care under Title 24, Part 578 of the Code of Federal Regulations and will satisfy all other legal requirements necessary to secure maximum funding under relevant state and federal programs to end homelessness.

## ARTICLE II. Committee Structure, Designated Entities and Roles

- A. Homeless Services Planning Committee (HSPC). The HSPC serves as the primary working entity of the CCoC. This committee is open to the public and meets regularly to strengthen coordination and service delivery, and to carry out CoC responsibilities defined by the CoC Program Interim Rule. Primary responsibilities of the HSPC include:
- i. To convene regular meetings of the CCoC;
  - ii. To establish performance targets and to monitor and act on outcomes;
  - iii. To provide system coordination;
  - iv. To conduct the Point in Time (PIT) count, Housing Inventory Count (HIC) and Annual Gaps analysis;
  - v. To establish a coordinated system for individuals experiencing homelessness that provides a standardized process for assessing and prioritizing needs for housing or services across all providers; and
  - vi. To establish and follow written standards for providing CoC assistance that at a minimum include:
    - a. Policies and procedures for evaluating individuals' eligibility for assistance;
    - b. Policies and procedures for determining and prioritizing which eligible households will receive transitional housing assistance;
    - c. Policies and procedures for determining and prioritizing which eligible households will receive rapid rehousing assistance;
    - d. Standards for determining what percentage or amount of rent each program participant must pay while receiving rehousing assistance;
    - e. Policies and procedures for determining and prioritizing which eligible households will receive permanent supportive housing assistance; and
    - f. A specific policy to guide the operation of the coordinated assessment system in addressing the needs of households who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault or stalking, but who are seeking shelter or services from non-victim service providers.

### Membership

Membership in the Cambridge CoC is open to any organization or individual interested in working to prevent and end homelessness in Cambridge. There are no membership dues and new members are welcome to join at any time. Annually, the CCOC issues an invitation for any interested organization or individual to become a member of the CCOC. The invitation is made public through the CCOC's website and through messages distributed by email and social media.

Members of the HSPC include representatives from relevant organizations and agencies working in Cambridge, Massachusetts, as well as individuals interested in working to address homelessness in the City. Relevant organizations include nonprofit homeless assistance providers, victim service providers, faith-based organizations, government entities, businesses, advocates, public housing agencies, school representatives, social service providers, mental health agencies, hospitals and health care practitioners, universities, affordable housing developers, law enforcement and organizations that serve veterans.

1. General Membership. Any organization or individual interested in addressing homelessness in Cambridge can join the CCOC as a non-voting general member. General members are encouraged to attend HSPC meetings and participate in Working Groups, and must attend at least one meeting per year to maintain membership.
2. Voting Membership. Voting members of the CCOC vote on issues related to governance of the CoC, priorities for funding competitions, and are responsible for electing members to the CCOC Board.

Voting members must attend at least 75% of HSPC meetings over the course of a year (July – June) and/or actively participate in one of the CCOC's Working Groups (attendance at 75% of meetings over the course of a year). Generally, votes will take place in-person at HSPC meetings, but certain time sensitive items may require online voting. To become a voting member of the CCOC, interested organizations and individuals must submit a CCOC Membership Application form, which is available on the CCOC's website.

The following subcommittees of the HSPC are responsible for HMIS and Coordinated Entry management and oversight.

1. HMIS Working Group. The Homeless Management Information System (HMIS) Working Group meets quarterly to advise the operations, policies, and procedures of the CCoC HMIS implementation. This group oversees and informs operation of the HMIS by the designated HMIS Lead as outlined in the HMIS Governance Charter and works to monitor performance targets as established by the CCoC.
2. Coordinated Entry Working Group. The Coordinated Entry Working Group convenes at least quarterly to advise the operations, policies, and procedures of the CCoC's Coordinated Entry system.

Additionally, members of the HSPC may form topic and/or subpopulation focused Working Groups or subcommittees as deemed necessary or useful to the overall functioning of the CCoC. Examples of the focus areas of these Working Groups include: Veterans; Youth; Families with Children; Individual Shelters; Point-in-Time Count, etc. When such groups form, information about agendas and how to join Working Groups will be circulated broadly throughout the CCoC.

B. Designated Entities.

1. Collaborative Applicant. The City of Cambridge Department of Human Service Programs (DHSP) is the designated Collaborative Applicant for the CCoC. The Collaborative Applicant is the eligible applicant that submits the annual CoC Consolidated Application for funding on behalf of the CoC. The Collaborative Applicant is the only entity that can apply for a grant for Continuum of Care planning funds on behalf of the CoC.
2. HMIS Lead. DHSP is the designated HMIS Lead for the CCoC. See attached HMIS Governance Charter for detailed Roles and Responsibilities.
3. Support Entity. As the designated Collaborative Applicant and HMIS Lead, DHSP staff play a significant role in supporting the operation and management of the CCoC and its HMIS system. DHSP staff coordinate and facilitate CCoC meetings, distribute written meeting agendas and minutes, maintain CCOC membership records, manage the content of the CCoC website and newsletter, staff the CCoC Board, HSPC and its subcommittees, coordinate the annual PIT and HIC and, with the oversight of the CCoC Board, design, operate and follow a collaborative, fair and transparent process for developing applications in response to CoC Program NOFAs. Additionally, DHSP staff participate in and represent the CCoC in the City's Consolidated Plan and ESG allocation and reporting processes. DHSP staff members are also active participants in regional and State groups meeting to coordinate efforts related to provision of ESG and CoC funds.

- C. CCoC Board. The CCoC Board meets quarterly to oversee the work of the designated entities, the HSPC and its subcommittees defined above. The Board is responsible for ensuring that the CCoC fulfills the responsibilities assigned to continuums of care under Title 24, Part 578 of the Code of Federal Regulations and oversees progress toward meeting local, regional and federal goals to prevent and end homelessness. The CCoC Board is also responsible for establishing priorities for funding projects under the CoC Programs, and for ranking multiple applications if required by HUD in the Notice of Funding Availability (NOFA). The CCoC Board will form an Evaluation Panel to fulfill responsibilities related to CoC funding to ensure allocation and ranking decisions are made by individuals with no financial interest in the decisions made.



The City of Cambridge, the recipient of formula-based Emergency Solutions Grant (ESG) funds for the CCoC's geographic area, will consult with the CCoC Board to review ESG outcomes, funding priorities and allocations. When selecting subrecipients for ESG funding, the City will invite CCoC Board members without conflicts of interest to participate in the decision-making process.

## ARTICLE III. CoC Board Policies and Procedures

- A. Number, Composition and Terms. The CCoC Board will be established by August 30, 2014 and will consist of an odd number of CCoC members with at least 50% elected at any given time. The Board must be representative of the CCoC organizations identified in Article II and the projects serving the various homeless subpopulations in Cambridge. The Board will include:
- a. Elected seats:
    - i. Representatives of organizations providing housing or services for persons experiencing homelessness;
    - ii. At least one homeless or formerly homeless individual;
    - iii. Members from the public and private sectors; and
    - iv. A member from at least one ESG recipient or subrecipient organization in the CCoC.
  - b. Appointed seats:
    - i. Collaborative Applicant (DHSP);
    - ii. Consolidated Plan entity (Cambridge Community Development Department);
    - iii. Cambridge Housing Authority; and
    - iv. HMIS Lead (DHSP).

CCoC Board members will serve terms of three years. Board members may be reappointed or reelected for subsequent three year terms and there is no limit on the number of terms a member may serve. If a Board member is removed or resigns, the Support Entity (DHSP) will solicit nominations from CCoC members and develop a slate of candidates for election to the Board.

- B. Board Member Nominations and Elections. Every three years, or more frequently depending on turnover of Board members, the Support Entity will solicit nominations from CCoC members and develop a slate of candidates for election to the Board giving preference to candidates who:
- a. Help satisfy the Board composition requirements defined above;
  - b. Have been nominated repeatedly by a significant cross-section of members;
  - c. Bring valuable experience and expertise to the Board; and
  - d. Have demonstrated interest, diligence and effectiveness in working toward the CCoC's mission.

Voting members of the CCOC will elect new members from the slate of candidates by majority vote.

- C. Code of Conduct, Conflicts of Interest and Recusal Process. CCoC Board members must exercise care when acting on behalf of the CCoC. These individuals must complete the work they have agreed to undertake in a timely manner. In addition, they must attend Board meetings and be prepared to discuss matters presented for their deliberation. Absence without notice or explanation for three meetings within a calendar year or repeated failure to complete work assignments will be grounds for removal from the Board. Repeated failure to participate thoughtfully and respectfully in discussions or persistent disruptive or obstructive conduct during meetings will be grounds for removal.

CCoC Board members must abide by the following rules in order to avoid conflicts of interest and promote public confidence in the integrity of the CCoC and its processes. Failure to honor these rules will be grounds for removal from the Board and any of its committees.

1. Members may not participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefit to:
  - a. Any organization that they or a member of their immediate family represents; or
  - b. Any organization from which they or a member of their immediate family derives income or anything of value.
2. Whenever CCoC Board members or any of their immediate family members have a financial interest or any other personal interest in a matter coming before the Board or one of its committees, they must:
  - a. Fully disclose the nature of the interest; and
  - b. Withdraw from discussing, lobbying and voting on the matter.

At the beginning of every Board meeting, the facilitator must ask if there are any conflicts of interest or potential conflicts of interest that need to be disclosed before the business included in the meeting's agenda is discussed.

Any matter in which CCoC Board members have an actual or potential conflict of interest will be decided only by a vote of disinterested individuals. The minutes of any meeting at which such a vote is conducted must reflect the disclosure of interested directors' actual or potential conflicts of interest and their recusal from participation in the decision. CCoC Board members must sign a conflict of interest form annually, affirming that they have reviewed the conflict of interest policy and disclosing any conflicts of interest they face or are likely to face in fulfilling their duties as Board members.

## ARTICLE IV. Approval of Charter and Subsequent Amendments

- A. Scope of the Governance Charter. The CCoC Governance Charter establishes a framework for governing the Continuum as well as roles and responsibilities related to establishment of policies and procedures needed to comply with 24 CFR Part 578.
- B. Approval and Subsequent Amendments. The governance framework outlined in this document and every subsequent amendment to that framework must be approved by a majority of CCoC members.
- C. Regular Reviews of the Governance Charter. In consultation with the Collaborative Applicant and the HMIS Lead, the HSPC will review the charter annually and recommend to the Board changes to improve the functioning of the CCoC and maintain compliance with federal regulations. Every five years after initial approval of the charter, the CCoC Board will invite interested members to participate in a review and discussion of the Board selection process. Based on the consensus achieved in that discussion, the Board will ask HSPC members to ratify the existing selection process or approve proposed changes to that process at their next monthly meeting.

## APPENDIX A: HMIS Governance Charter

### Purpose

The purpose of the Cambridge Homeless Management Information System (CHMIS) is to provide a robust and comprehensive system for collecting and disseminating information about persons experiencing homelessness and the homelessness service system in the City of Cambridge. The long-term vision of HMIS is to enhance Partner Agencies' collaboration, service delivery and data collection capabilities. Accurate information will put the City of Cambridge Continuum of Care in a better position to plan for future needs and meet the reporting requirements of the U.S. Department of Housing and Urban Development (HUD).

The mission of the Cambridge Continuum of Care HMIS is to be an integrated network of homeless and other service providers that use a central database to collect, track and report uniform information on client needs and services. This system will meet Federal requirements and also enhance service planning and delivery.

The fundamental goal of CHMIS is to document the demographics of homelessness in Cambridge according to the HUD HMIS and Data Standards. The project aims to identify patterns in the utilization of assistance, and document the effectiveness of services for clients. This will be accomplished through analysis of data that are gathered from the actual experiences of individuals and families experiencing homelessness and from the service providers who assist them in shelters and homeless assistance programs throughout the City.

### Charter Definition

This document defines the governance structure of the CHMIS. The charter is intended to be used as a statement of the roles and responsibilities of the HMIS Lead Agency, the CoC Lead Agency and the HMIS Working Group as they relate to managing the CHMIS.

### Roles & Responsibilities

The City's Planning and Development Division within the Department of Human Service Programs (DHSP) staffs and is the lead agency for both the CoC and the CHMIS. DHSP Grant Managers are the authorizing agents for all HMIS agreements made between Partner Agencies and DHSP. HMIS Project Staff are responsible for the administration of the web-based application and user access. HMIS Project Staff also provide technology, training and technical assistance to users of the system throughout the City.

The HMIS Working Group provides important oversight and guidance to HMIS. This group is committed to balancing the interests and needs of all stakeholders involved: individuals and families experiencing homelessness; service providers; case managers and end users; funders; and policymakers.

### City of Cambridge Continuum of Care

HMIS Working Group – members must be active HMIS users and/or manage staff using HMIS.

- Project direction and guidance – includes oversight of implementation of the HMIS
- Approval of HMIS project forms and documentation
- Project participation and feedback
- Prioritization of issues

### City of Cambridge, DHSP

Planning and Development Division

- Lead agency for HMIS administration and overall responsibility for project
- Project funding
- Liaison with HUD
- Project Staffing

- Procurement of software and licenses
  - Selection of system software
- Manage contract with software vendor
- User Administration
  - Add and remove partner agency HMIS administrators
  - Manage user licenses
- Creation of project forms and documentation
- Project policies and procedures compliance
- Signatory for Memorandums of Understanding
- Keeper of Signed Memorandums of Understanding

#### Training Coordinator

- Adherence to HUD Data Standards\*, Security Plan and Privacy Plan
- Application customization
- Curriculum development
- Training documentation
- Confidentiality training
- Application training for Agency Administrators and End Users
- Outreach/end user support
- Training schedule
- Helpdesk

#### Data Analyst

- Adherence to HUD Data Standards\*
- Application customization
- Data monitoring
- Data validity
- Aggregate reporting and extraction
- Assist Partner Agencies with agency-specific data collection and reporting needs (within reason and within constraints of other duties)

\*HUD Data Standards and HMIS Requirements: <https://www.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual.pdf>

## Partner Agency

Any agency, group, or other entity that has completed an Agency Agreement with DHSP is a Contributory HMIS Organization (CHO), or Partner Agency. All Partner Agencies must abide by all policies and procedures outlined in this manual, which are subject to change. Partner Agencies must complete an Agency Agreement with DHSP before gaining access to HMIS. Partner Agencies are responsible for the conduct of their End Users and the security of End User Accounts.

#### Partner Agency Executive Director

- Authorizing agent for Partner Agency Agreement
- Designation of HMIS Agency Administrator
- Agency compliance with Policies & Procedures
  
- Each Partner Agency is responsible for ensuring they meet the Privacy and Security requirements detailed in the HMIS Data and Technical Standards. Annually, Partner Agencies will conduct a thorough review of internal policies and procedures regarding HMIS.

#### Partner Agency Administrator

Each Partner Agency will designate an HMIS Agency Administrator to serve as primary contact between DHSP and the Partner Agency, and send that person's name and contact information to HMIS Project Staff.

Changes to that information should be promptly reported to DHSP. HMIS Agency Administrators are responsible for:

- Program compliance with Policies & Procedures
- Authorizing agent for Partner Agency User Agreements
- Keeper of Executed Client Informed Consent forms
- Authorizing Agent for User ID requests
- Internet connectivity
- End user adherence to workstation security policies
- Detecting and responding to violations of the Policies & Procedures
- Maintain agency/program data in HMIS application
- Authorizing agent for Data Quality Monitoring

#### Agency Staff

- Safeguard client privacy through compliance with confidentiality policies
- Data collection as specified by training and other documentation

### Non-Cambridge HMIS Partner Agency

Agencies using a comparable HMIS must either provide DHSP access to their HMIS system, or submit data to DHSP on at least a quarterly basis. Data should be submitted in the .csv format specified by HUD (see [HMIS Comma-Separated Value Format Documentation](#)). Non-CHMIS Partner Agencies must assign a staff member to be the primary point of contact with HMIS Project Staff.

### Meetings

HMIS Project Staff within the HMIS Lead Agency convene HMIS meetings every other week. These meetings allow HMIS staff to check in with DHSP grant managers on HMIS issues including software bugs, reporting (APRs), project development, HMIS trainings, etc.

The HMIS Working Group meets quarterly to inform and advise the operations, policies and procedures of the CHMIS implementation and to provide feedback from end users on a regular basis.

Additionally, HMIS Project Staff attend all monthly CoC meetings to report to the larger group on progress, updates and issues related to HMIS. CoC members are invited to participate in the HMIS Working Group, and are given an opportunity to provide feedback on the HMIS implementation to both HMIS Working Group members and HMIS Project Staff.