

# **Balance of State Continuum of Care Statewide Membership Meeting**

**March 18, 2024**

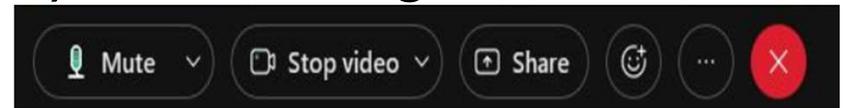
Presented by DCA as Collaborative Applicant



**Office of Homeless and Special Needs Housing**

# WebEx Introduction

- Notice the menu options at the bottom of your screen.
- Please remember to mute yourself unless you are talking.
- You are muted if the microphone is red.

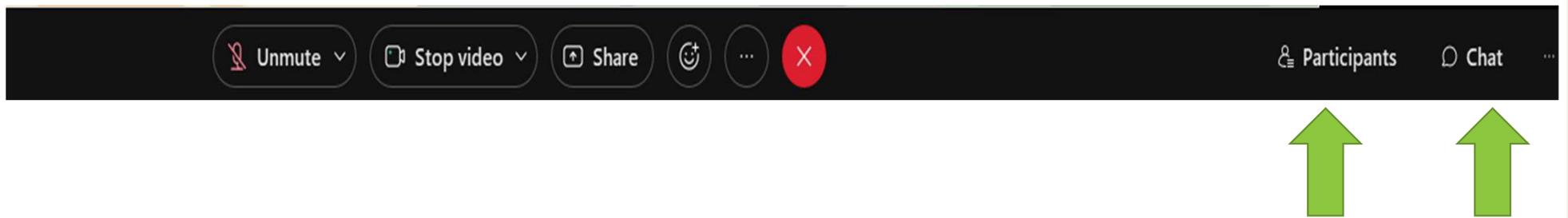


- You can toggle the mute button off and on by clicking the microphone.
- Please UNMUTE to ask questions or TYPE in the Chat



# WebEx Introduction

- To view the participants, click on the Participant button
- To view the chat, click on the button with the chat bubble
- Please make sure chat is set to “Everyone” for discussion



# Agenda

Welcome and Introductions

Balance of State Continuum of Care Updates

Homeless Initiatives in the Balance of State Continuum

Membership Input

Public Comment

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# Continuum of Care (CoC) 101

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## U.S. Department of Housing and Urban Development (HUD) Continuum of Care Overview

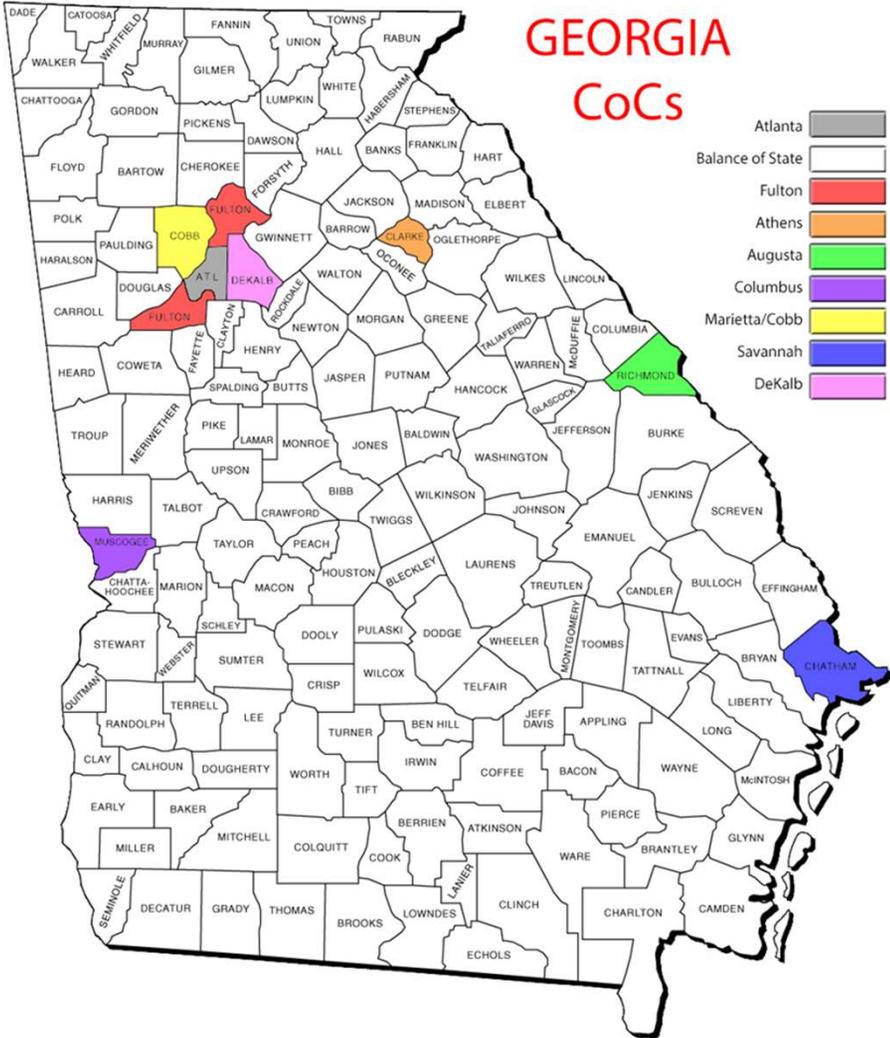


**A Continuum of Care (CoC) is established by representatives of relevant organizations within a geographic area to carry out the responsibilities set forth in the CoC Program interim rule.**



**Georgia Balance of State CoC has 152 counties.**

# GEORGIA CoCs



**Georgia's Nine Continuums of Care**

# HUD Continuum of Care Program

The CoC Program is designed to assist individuals and families experiencing homelessness and to provide the services needed to help them move into permanent housing with the goal of long-term stability.

## Strategic Planning

To develop a **long-term strategic plan** and manage a year-round planning effort

## Strategic Planning

### The strategic plan should address:

- the needs of homeless individuals and households;
- the availability and accessibility of existing housing and services; and
- the opportunities for linkages with mainstream housing and services resources

## Applying for Grants

To prepare an **application** for McKinney-Vento Homeless Assistance Act (McKinney-Vento) competitive grants

## Board Governance

To have an **independent Board of Directors**, maintain a **written Governance Charter**, set and meet **goals to prevent and end homelessness**, and implement all other requirements of the **HEARTH Act**.

# Collaborative Applicant (DCA) Responsibilities



To provide oversight for the Continuum to meet HUD's rule for Continuums of Care and to assure that requirements are met for the annual HUD Continuum of Care funding competition



Maintain Continuum membership lists, conduct membership recruitment campaigns targeted to stakeholders, publish agendas for membership meetings, and assist the Board in conducting meetings of full membership not less than twice annually



Consult with both ESG Entitlements and HUD Consolidated Planning jurisdictions



Implement and coordinate the biennial unsheltered point in time count and the annual shelter survey



Provide staff for planning and implementation of HEARTH Act requirements and overall CoC strategies



# Balance of State CoC Updates

# BoS CoC Board Members

Board Member	Agency
Chad Cheshire, Chair	At-Large BoS Region 4
Maxwell Ruppensburg, Vice Chair	GA Department of Behavioral Health and Developmental Disabilities
Philip Gilman	Department of Community Affairs
Andrea Giese-Sweat	DCA Veteran Housing and Homelessness
Sondra Hampton	Department of Community Affairs
Alison Goldey	State Housing Trust Fund for the Homeless
Vacant	State Housing Trust Fund for the Homeless
Michelle Stanley	GA Department of Community Supervision
Eric McGhee	GA Department of Education
Wayne Mack	GA Department of Labor (pending agency change)

# BoS CoC Board Members

Board Member	Agency
Kristy Carter <b>(Reappointment)</b>	Georgia Criminal Justice Coordinating Council
Linda Boswell	Clayton County (ESG coordination)
Matthew Elder	Gwinnett County (ESG coordination)
Charlotte Woody	Macon-Bibb County (ESG coordination)
Brendon Tate	Membership and Rules Appointment
Rachel Castillo	At-Large BoS Region 1
Jimiyu Evans	At-Large BoS Region 2
Tammie Collins	At-Large BoS Region 3
Diane Rogers	At-Large BoS Region 5
<b>Pending Appointment (NEW)</b>	GA DHS Division of Family and Children Services
Grace Morrow <b>(NEW)</b>	GA Department of Public Health

# Staff Updates



Alison Morgan  
CoC Program Team Lead

Trenise Ponder  
Coordinated Entry System Coordinator

# Quarterly Meeting Structure

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- Membership Meetings
  - March 18, 2024
  - June 17, 2024
  - September 16, 2024
  - December 16, 2024
- Topics & Training Ideas?

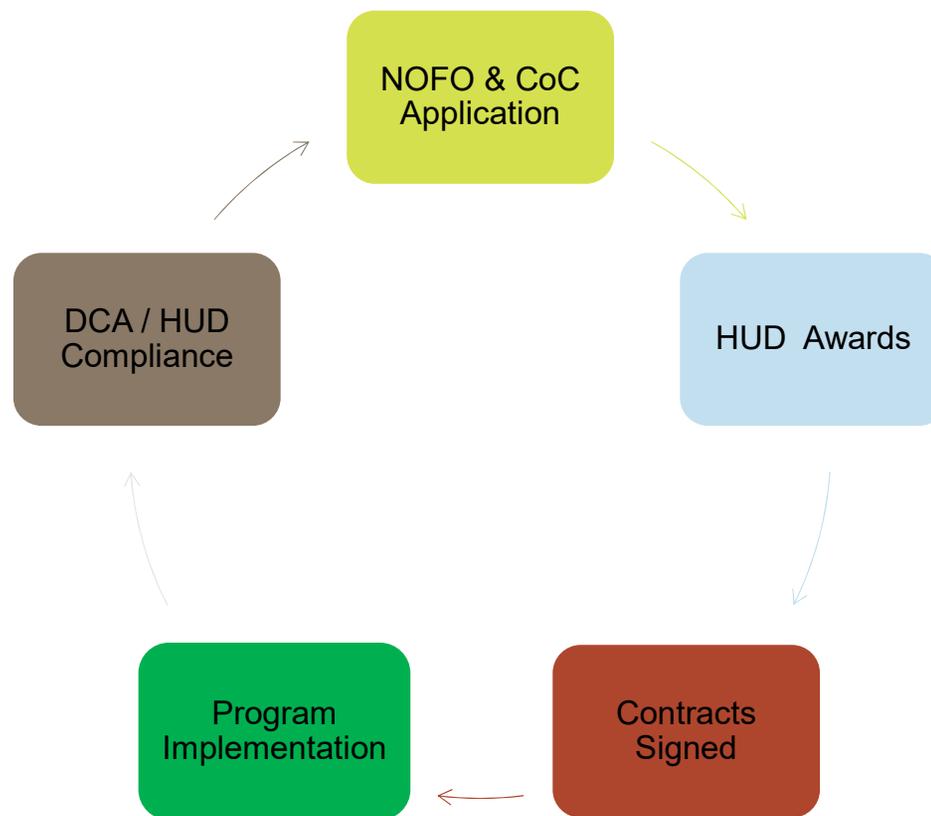


# 2023 Balance of State Continuum of Care Competition Debrief

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# CoC Award and Implementation



## **2023 Balance of State CoC Competition Debrief**

The U.S. Department of Housing and Urban Development (HUD) released the 2023 Continuum of Care (CoC) Funding Announcement for projects that received an award in the FY 2023 CoC Competition on January 29, 2024.

The State of Georgia received \$58,200,367 for this program. The Balance of State was awarded \$24,124,030 of those funds.

# 2023 Balance of State Continuum of Care Competition Debrief

- Tier 1 & Tier 2 funding award of \$22.7 million awarded to 59 Renewal projects AND \$1.3 million awarded to the CoC Planning Grant
- Funded Renewal projects
  - 41 Permanent Supportive Housing (PSH)
  - 14 Rapid Re-Housing (RRH)
  - 2 Homeless Management Information Systems (HMIS)
  - 2 Coordinated Entry
- Also funded
  - 1 CoC Planning Grant
- Unfortunately, it appears that 2 of our currently funded projects have not been renewed in this award and none of the four new projects have been awarded.

# 2023 Balance of State Continuum of Care Competition Debrief

- Funding points:
  - The award is \$2,730,756 more than previous year
    - FMRs adjusted for the first time in 2 years
  - CoC Planning (funded outside of ARD allowed)
- Total awards (Tier 1 and Tier 2)
  - \$24.1 million Balance of State CoC
  - \$58.2 million all Georgia CoCs



# 2023 HUD & CoC Policy Priorities

1. Ending Homelessness for All Persons (taking into account challenges faced by Veterans, Youth, Families, Chronically Homeless, and People with Disabilities)
2. Using a Housing First Approach
3. Reducing Unsheltered Homelessness
4. Improving System Performance
5. Partnering with Housing, Health, and Service Agencies
6. Racial Equity
7. Improving Assistance to LGBTQ+ Individuals
8. Persons with Lived Experience
9. Increasing Affordable Housing Supply

# 2023 GA Balance of State CoC Scoring

As in past years, HUD looks not only at the individual project applications but at the CoC, as a whole.

- CoC Coordination and Engagement – 57.5 points (of 85)
- Project Ranking, Review and Capacity – 24.5 points (of 27)
- Homeless Management Information Systems – 7.5 points (of 9)
- Point-in-Time Count - 5 points (of 5)
- System Performance - 32 points (of 60)
- Coordination with Housing and Healthcare – 0 points (of 14)

Total Application Score = 126.5 (of 200)

(Highest 185.5 /Lowest 54.5 /Median 151.5)

# High Priority CoC Application Questions

- Coordination and Engagement – Coordination with Federal, State, Local, Private, and Other Organizations
  - Housing First-Lowering Barriers to Entry & Housing First-Project Evaluation– 7.5 of 10
  - Street Outreach-Scope – 0 of 3
  - Rapid Re-Housing available (2023 vs 2022) – 9 of 9
  - Increasing Capacity for Non-Congregate Shelters – 1 of 1
  - Partnerships w/Public Health Agencies Prevent Spread Infectious Diseases - 3.5 of 5
  - Advancing Racial Equity in Homelessness-Assessment and Strategies – 4.5 of 7
  - Involving Individuals with Lived Experience-Service Delivery & Decision-making – 1.5 of 5

# High Priority CoC Application Questions

- Project Review and Ranking Process Your CoC Used in Local Competition
  - CoC used objective criteria & past performance to review and rank projects – 19 of 21
- Homeless Management Information Systems (HMIS) Bed Coverage
  - HMIS Bed Coverage Rate – 2.5 of 4
  - Longitudinal System Analysis Submission – 2 of 2
- System Performance (data and strategy)
  - Reduction in the Number of First Time Homeless - 2 of 3
  - Length of Time Homeless – 8 of 13
  - Exits to Permanent Housing Destinations/Retention of Permanent Housing 4 of 13
  - Returns to Homelessness – 7 of 8
  - Increasing Employment and Case Income – 4 of 7

# 2023 Competition - Takeaways

- Data Quality & Timeliness
  - Ensuring data clean/correct before competition
  - Data review before submission of APR to HUD
- Increased emphasis on data driven and performance scoring
- Housing first
- Low barriers to entry
- Move-in Dates for RRH participants

# Important Points for the HUD NOFO

## Balance of State CoC Role

- Facilitation of the scoring and ranking of project applications
- Grants are administered directly by HUD

## Federal Funding Availability

- Based on the Annual Renewal Amount
- Tiered Approach for Project Ranking\*
  - Tier 1 = typically 93% or more of funding available to the CoC (ARD)
  - Tier 2 = difference between Tier 1 and max amount of renewal, reallocation & CoC bonus

Bonus funding typically available, provided appropriate high-scoring new project applications are submitted

CoCs required to rank projects based on performance and need

# 2023 Renewal Project Performance (project scores)

- **Project Scoring Issues & Concerns**

- Previous residence indicating literal homelessness
  - PSH – 35 100%, 7 less than 100% (of 42)
  - RRH – 6 100%, 8 less than 100% (of 14)
- Spending all grant funds – 34 <95% (4 subject to poss. reduction)
- Unit utilization – 17 <95% (3 subject to/reviewed for reallocation)
- Housing Stability/Exits to PH
  - PSH - 38  $\geq$  85%, 2 80%-84%, 2 <75% (of 42)
  - RRH - 10  $\geq$  85%, 2 75%-79%, 2 <75% (of 14)
- Returns to homelessness (goal 15% or less)
  - PSH – 7 16% or more (5 over 18%)
  - RRH – 2 16% or more (1 31%)

# 2023 Renewal Project Performance (project scores cont'd.)

- **Project Scoring Issues or Concerns (cont'd.)**
  - Exits to homelessness (goal 10% or less) – includes temporary destination
    - PSH – 21 <10%, 3 11%-20%, 17 over 20%
    - RRH – 8 <10%, 2 11%-20%, 2 over 20%
  - Increased Earned Income
  - Increased Income
  - Acceptance of People without Income (70% or less have income at entry)
    - PSH – 5 received zero points
    - RRH – 4 received zero points
  - Policies & Procedures (barriers)
    - PSH – 7 received zero or only half points (17%)
    - RRH – 3 received zero or only half points (21%)
  - Data Quality – 14 projects lost points
  - Data Timeliness – 47 projects lost points (89%)
  - Leveraging – 21 projects <75%

# 2023 Renewal Performance (project scores cont'd.)

- **Project Scoring Good Areas**

- Quarterly drawdowns from LOCCS
- Spending Grant Funds (40% met goal, but was a **drop from 74%**)
- Project/Unit Utilization (70% met goal)
- Housing Stability / Exits to PH (86% met goal)
- Returns to homelessness (84% met goal)
- Variance in Length of Stay (96% goal)
- Acceptance of People without Income – (84% met goal)

# 2024 BoS CoC Competition

- 2024 CoC Registration Submitted
- HUD typically opens competition Spring-Summer
  - Date and Timeline Unknown
  - Once HUD opens competition (NOFO/Notice of Funding Opportunity)/releases more details, DCA will call special meetings of the Committee and CoC Board before information is available
- Applicant webinars will be available (dates TBD)
- 2023 Competition documents and policy can be found on DCA's website:

<https://www.dca.ga.gov/safe-affordable-housing/homeless-special-needs-housing/georgia-balance-state-continuum-care/2023-coc>

OR

<https://www.dca.ga.gov/node/2174/documents/2091>

OR

<https://www.dca.ga.gov/node/3181/documents/11>

# General Balance of State CoC Process

- HUD release of Notice of Funding Opportunity (NOFO)
- Policy and material update and review with Standards, Rating & Project Review Committee and Balance of State CoC Board (Approval required to open BoS competition)
  - BoS 2023 Documents: 2023 Georgia BoS CoC NOFO Competition Policy, Process, Application Documents, Certification Policy Addendum, Coordinated Entry Policy Addendum, and Other Materials for the NOFO including:
    - Program priorities according to type (Permanent Supportive Housing) and according to population served
    - Reallocation process
  - Scoring Criteria for the project application reviews
- BoS Application Process is a two-step process (Review Application for scoring/ranking & electronic HUD application in e-snaps)

# Organization Review - Agency Capacity

- **Renewal** projects - Project Threshold Criteria
  - Agency demonstrates they have capacity to carry out and implement the project proposed. Eligible renewing projects are considered to have met threshold unless other information is available to the contrary.
- **New** projects
  - Agency demonstrates they have the capacity to carry out and implement the project proposed. (BoS - 20 possible points in 2023)
  - New applicants must sufficiently describe experience administering federally funded grants, and submit the most recent financial audit, IRS Form 990, and list of current board members.
  - Should describe how project will reach full operational capacity. New applications that do not demonstrate capacity to carry out project may be rejected by the review team.

# Best Practices for Completing the CoC Review Application & e-snaps Application

- Know the CoC Program Regulations
  - Projects should align with funding source
- Review the HUD NOFO
  - Critical program & competition requirements
- Review CoC Policy and Scoring Criteria
  - Critical competition & project threshold requirements
- Review previous competition materials to prepare for next competition (short turnaround)
- Review narratives for completeness
- Each question stands alone (previous responses don't count for other questions)
- Application should describe a program
- Have someone else read your application before submission
- Double check all attachments
- Don't wait to ensure access to *e-snaps*
- Apply for/complete annual registration for SAMs & UEI Now
- Don't wait until the last minute to complete *e-snaps* application
- Questions specific to *e-snaps*' functionality must be sent to HUD [e-snaps@hud.gov](mailto:e-snaps@hud.gov)

# ESG Priorities Overview

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# ESG Priorities Overview

- Annual request to rank, in order of priority, eligible activities under the State's Emergency Solutions Grant (ESG) program
- BoS CoC staff solicits BoS CoC membership input, and then reviews that input and makes recommendations with the Standards, Rating, and Project Selection Committee
- 2024 ESG Priority Recommendations for the Balance of State CoC Board
  - Review of BoS CoC membership input
  - Collaborative Applicant review/assessment in regards to CoC alignment with national priorities and funding available
  - Recommendation on the final ranking of those activities to the CoC Board.
- February 28, 2024 - Board approved as recommended by the Standards, Rating, and Project Selection Committee
- Final priority ranking will serve as the BoS Continuum's response to the State's Emergency Solutions Grants Program 2024-25 competition (as the BoS Continuum priorities)

# ESG Priorities Overview

- Total of 72 responses received from CoC Members (designated voting members)
- Final ranking will be used by DCA for the evaluation of project applications submitted under the State's 2024-25 ESG Program competition.
- Differences between final recommendations and what the members suggested:
  - Street Outreach.
    - CoC Membership rated Street Outreach as the 6<sup>th</sup> priority out of 8
    - Recommendation to the Board ranked it as the 4<sup>th</sup> highest priority
    - Rationale: 1) need to provide outreach to homeless individuals not being reached by the current system; 2) percentage of Street Outreach coverage is scored annually in the CoC competition; and 3) Street Outreach is part of System Performance Measures.
    - This resulted in shifting Hotel-Motel Vouchers and Case Management each down one spot in the priority ranking.
  - Rapid Re-Housing & Homelessness Prevention switched in rank order based on funding available

# ESG Priorities Overview

- State's 2023-2027 Consolidated Plan ESG Allocation Priorities (Federal funding):
  - Emergency Shelter – 40%
  - Rapid Re-housing – 43%
  - Homeless Prevention – 9%
  - Street Outreach – 8%
- Projected Funding Available (based on FFY 2023)
  - Federal ESG Funds - \$5.1 million
  - HTF State Funds - \$400,000

## ESG Priorities Overview

<b>ACTIVITY – PRIORITY (1 UP TO 8): 1 = HIGHEST; 8 = LOWEST</b>	<b>2023-24 BoS CoC Priority Ranking (ESG)</b>	<b>BoS CoC Membership Input – General Priorities</b>	<b><u>FINAL</u> 2024-25 BoS CoC Priority Ranking (ESG)</b>
<b><u>HUD Eligible – (HUD or HTF Funds)</u></b>			
Emergency Shelter	1	1	1
Street Outreach	4	6	4
Rapid Re-Housing	2	3	2
Homelessness Prevention	3	2	3
<b><u>Non-HUD Eligible – (HTF Funds Only)</u></b>			
Hotel/Motel Vouchers	5	4	5
Child Care Services	8	8	8
Transportation	7	7	7
Case Management	6	5	6



**Questions?**

# Homeless Initiatives in the Balance of State CoC

Georgia Department of Community Affairs





**ESG Application –  
Federal Funding  
Best Practices**



## Deadlines- Important Dates

- Online application system opens Monday, April 8, 2024.
- All content is due by 2:00 pm on Friday, May 3, 2024.
- The link to eCivis will be sent to the DCA list serv and posted on the ESG website on Monday, April 8, 2024.
- Links and Supporting materials will be posted on ESG main webpage:
  - <https://www.dca.ga.gov/safe-affordable-housing/homeless-special-needs-housing/emergency-solutions-grants>
  - **Paper submissions will NOT be accepted.**



## Minimum and Maximum Funding Awards by Project Type

- ✓ HMIS- There will not be a separate HMIS application competition this year.
- ✓ Minimum and maximum award amounts are subject to change from year to year.

Type of Funding	Minimum – Maximum Award Amounts
Emergency Shelter	No Minimum - \$70,00
Supportive Services Only	No Minimum - \$30,000
Homelessness Prevention	\$30,00 – No Limit
Rapid Re-Housing	\$30,000 – No Limit
Street Outreach	\$30,000 - \$50,000
Hotel/Motel Voucher	No Minimum - \$20,000
HMIS	No Minimum - \$40,000

# Organizational and Contact Information



DUNS Number (Optional)



EIN Number (Required)



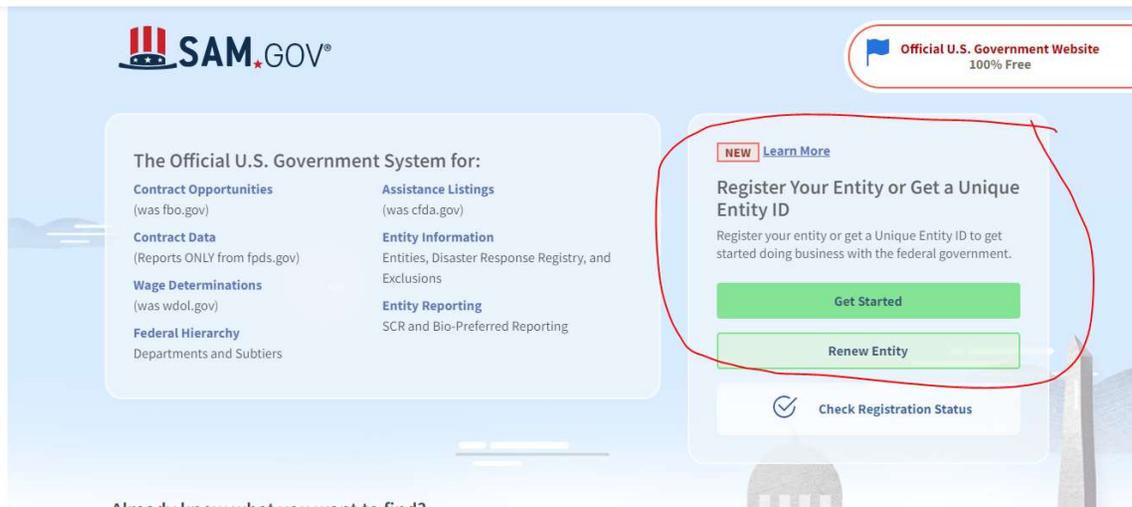
UEI SAM Number (Required by HUD)



Contact information should be complete as this information is used to contact the appropriate persons when disseminating information



DV Agencies (There is an option to suppress address in application)



## SAM.GOV Registration

Please register on SAM.gov and obtain a Unique Entity ID (SAM) number if you do not have an UEI number. Please list your UEI (SAM) number on your eCivis application in the required field. Please visit [www.sam.gov](http://www.sam.gov) to register for this number. If you are already registered with SAM.GOV and have a DUNS number, then your UEI SAM number is located within your SAM.GOV account.

# Applications Will Not Be Considered

- The deadline is missed.
- HMIS or DV comparable database non-participation.
- Application substantially incomplete.
- Ineligible applicant – such as lacks 501(c)(3) or Housing Authorities
- New organizations should have been in business and fully operational for 2 years and able to produce minimum financial statements and filings with the IRS for that period, financial policies and procedures, program policies and procedures.
- Failure to obtain Local Approval or Certification of Consistency, as applicable.
- Serving ineligible populations (not homeless by HUD definition and verification standard).



# Emergency Solutions Grants Application Q & A Webinars

Wednesday, April 10, 2024, 3:00 pm – 4:00 pm

Monday, April 15, 2024, 10:30 am – 11:30 am

Tuesday, April 23, 2024, 2:00 pm – 3:00 pm

Thursday, May 2, 2024, 11:30 am – 12:30 pm

\*Links to webinars are posted on the DCA website.

# ESG Guidelines

ESG Application Guideline Manual will be posted on the ESG page on the DCA website

DCA will reserve a minimum of 75% of federal funds to be awarded to the DCA ESG entitlements area.

State Housing Trust Fund ESG funds are not prioritized to service providers operating in the DCA ESG Entitlement but are available to applicants across the state.

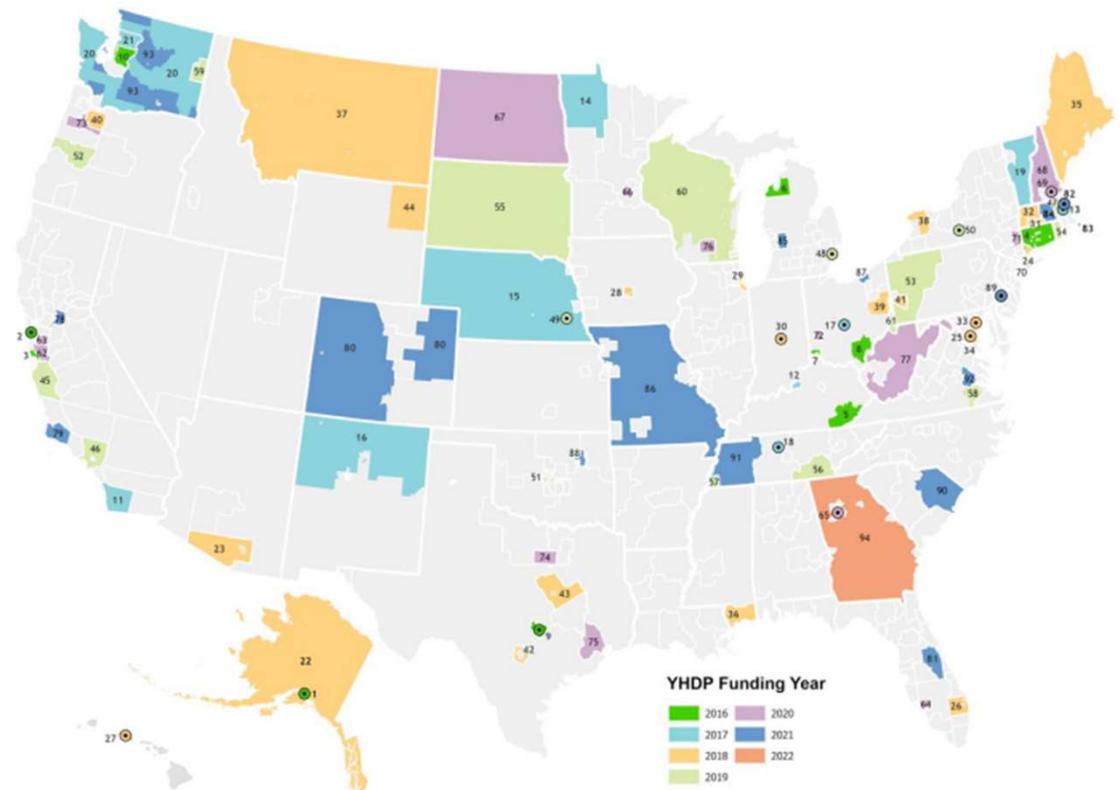


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# Youth Homelessness Demonstration Program (YHDP) Update

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**Youth Homelessness Demonstration Program (YHDP) Selected Communities Rounds 1-6**



# YHDP Projects Selected for Funding

APPLICANT NAME	PROJECT NAME	PROJECT TYPE	COUNTY(IES)
Safe Harbor Children's Center	STIVE-TH-RRH	Joint TH-RRH Only	Glynn, Wayne, Camden, McIntosh, Appling, & Jeff Davis
Advocates for Bartow's Children	Advocates Joint TH-RRH	Joint TH-RRH Only	Bartow, Cherokee, Douglas, Floyd, Gordon, & Paulding
Wellroot Family Services	Safety Net	Joint TH-RRH Only	Hall, Dawson, Forsyth
Youth Empowerment Success Services, Inc. (YESS)	Youth Empowerment Success Services – Joint TH-RRH Program	Joint TH-RRH	Gwinnett & Clayton
United Way of Central Georgia	Community Youth Supports	Joint TH-RRH	Macon-Bibb County
Georgia Housing Finance Authority	YHDP HMIS Support	HMIS	CoC-wide
Camp Rock of Georgia, Inc.	Camp Rock of Georgia Rapid Re-housing Program	RRH Only	Lowndes
Safe Harbor Children's Center	Zach's Place Diversion	SSO Diversion	Bulloch, Screven, Bryan, Candler, Glynn, McIntosh, Evans, Liberty, Long and Tattnall counties
Open Arms, Inc.	Homeless Youth Demonstration Project	SSO Outreach	Dougherty
Hope thru Soap	Hope thru Soap BOS YHDP Outreach	SSO Outreach	Gwinnett & Clayton

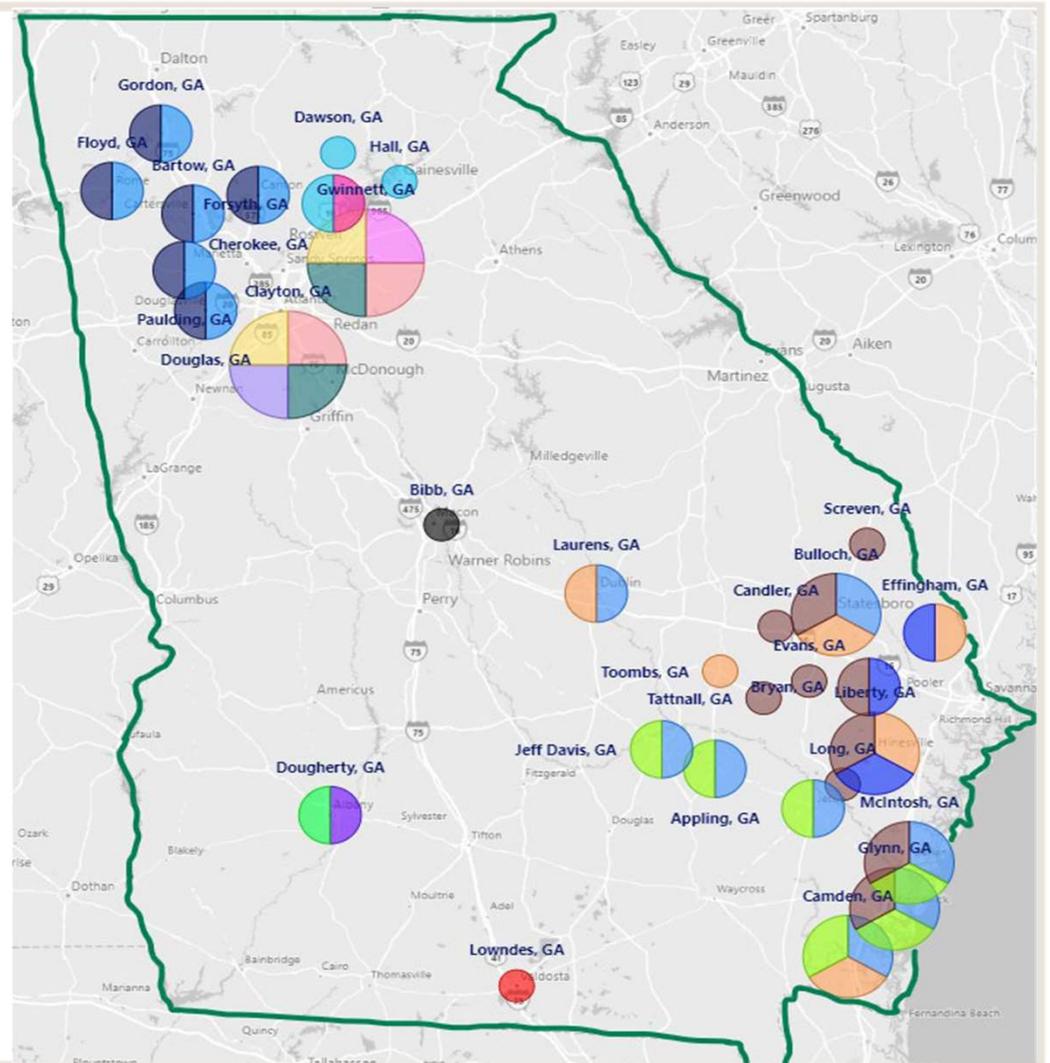
# YHDP Projects Selected for Funding

APPLICANT NAME	PROJECT NAME	PROJECT TYPE	COUNTY(IES)
Hope thru Soap	Hope thru Soap BOS YHDP Navigation	Navigation	Gwinnett & Clayton
Hope thru Soap	Hope thru Soap YHDP Drop in Center	Drop-In / Diversion	Gwinnett
Safe Harbor Children's Center	Street Beat Outreach	SSO Outreach	Laurens, Liberty, Effingham, Bulloch, Toombs, Camden
Advocates for Bartow's Children	Advocates Youth Drop in Center	SSO Drop-In Center Only	Bartow, Cherokee, Douglas, Floyd, Gordon, & Paulding
Youth Empowerment Success Services, Inc. (YESS)	Youth Empowerment Success Services – Diversion	SSO Diversion	Clayton
Park Place Outreach	Street Outreach Program	SSO Diversion	Bryan, Effingham & Liberty
Safe Harbor Children's Center	Street Beat Drop in Centers	SSO Drop-In	Laurens, Glynn, Camden, McIntosh, Bulloch, Appling, Jeff Davis, Wayne
Forsyth County Family Connection	FoCo Drop-In Center	SSO Drop-In Center Only	Forsyth
Albany Area Community Service Board (CSB) (dba Aspire BH)	PSH	PSH	Dougherty

## YHDP Selected Projects By County

### Project Name

- Advocates Joint TH-RRH
- Advocates Youth Drop In Center
- Camp Rock of Georgia Rapid Re-housing Program
- Community Youth Supports
- FoCo Drop-In Center
- Homeless Youth Demonstration Project
- Hope thru Soap BOS YHDP Drop in Center
- Hope thru Soap BOS YHDP Navigation
- Hope thru Soap BOS YHDP Outreach
- PSH
- Safety Net
- Street Beat Drop In Centers
- Street Beat Outreach
- Street Outreach Program
- STRIVE TH-RRH
- Youth Empowerment Success Services - Diversion
- Youth Empowerment Success Services - Joint Transitional Housing
- Zach's Place Diversion



**2022 Special  
NOFO Rural  
Homelessness  
Update**

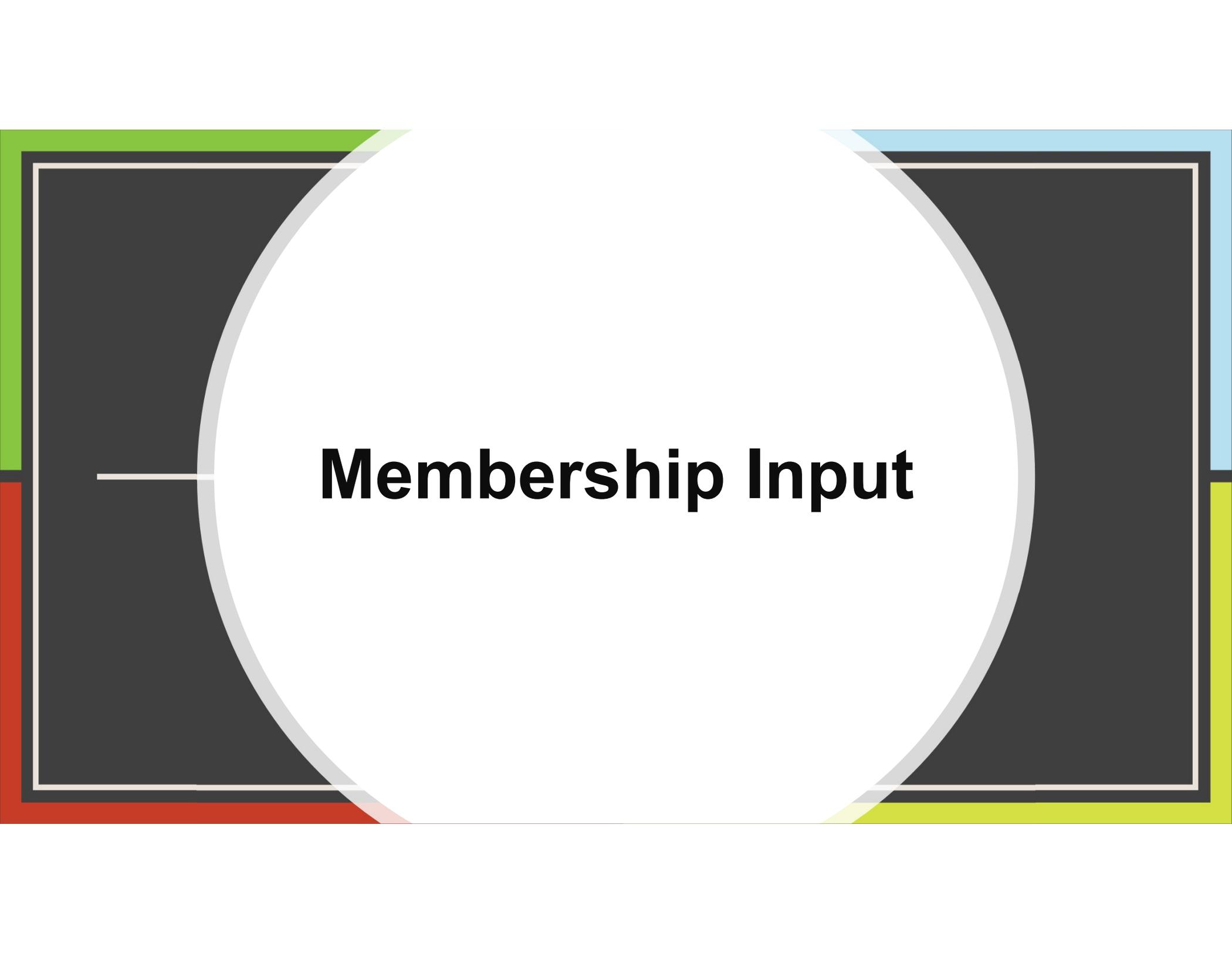


# 2022 Special NOFO to Address Rural and Unsheltered Homelessness Awards

- Rural Homelessness Set Aside Awards – BoS CoC \$4,868,915
- Funded Rural Projects (3-year awards)
  - Rural Coordinated Entry - \$725,700
  - Standalone Supportive Services - \$488,580
  - Permanent Supportive Housing - \$1,571,285
  - Permanent Supportive Housing - \$2,083,350
- Did not receive funding under Unsheltered Homelessness Set Aside
- HUD also allocated 120 housing stability vouchers to BoS Housing Authorities

# 2022 Special NOFO Rural Project Awards

APPLICANT NAME	PROJECT NAME	PROJECT TYPE	GEOGRAPHY
Safe Harbor Children's Center, Inc.	Rural Coordinated Entry	SSO Coordinated Entry	Wayne, Long, Appling, Jeff Davis
Advocates for Bartow's Children, Inc.	SSO Youth Project (Rural Standalone SSO)	Supportive Services Only	Gordon
Union Mission, Inc.	Rural Permanent Supportive Housing	Permanent Supportive Housing	Bulloch
Albany Area CSB	Rural Permanent Supportive Housing	Permanent Supportive Housing	Calhoun, Decatur, Early, Seminole, Miller



# **Membership Input**





# **Public Comment**

# Balance of State Staff Contacts

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# Adjournment



**Office of Homelessness and Special Needs Housing**