2019 HUD CONTINUUM OF CARE NOFA

Local Competition Guidelines
Baltimore City Continuum of Care

Local Competition Guidelines Release Date: July 18, 2019
Final Project Application Release Date: July 18, 2019
Project Applications Due: August 16, 2019 at 12pm

Each year, the U.S. Department of Housing and Urban Development (HUD) releases the Continuum of Care (CoC) Program Notice of Funding Availability (NOFA), which provides over $22 million dollars in homeless services funding to Baltimore for permanent supportive housing, rapid re-housing, transitional housing, supportive services, and CoC infrastructure projects like HMIS (Homeless Management Information System) and planning.

The competitive application requires each local Continuum of Care to rank, score, and select new and renewal projects according to HUD's funding priorities and project performance. This information packet includes a timeline for the local competition and details how the Baltimore City Continuum of Care (Baltimore CoC) will evaluate renewal projects for reallocation, score and rank renewal and new projects, and make the application process available to the community.

It is expected that all agencies applying for new or renewal project funding read the CoC NOFA and available HUD resources at the HUD website. You can also find helpful information, webinars, and resources on the United States Interagency Council on Homelessness website as well as the National Alliance to End Homelessness website.

Designated NOFA Entities

On December 6, 2018, the Continuum of Care board approved an updated governance charter and bylaws that outlines the roles and responsibilities for the local NOFA process. The amendments to that version were approved by the Continuum of Care membership body on March 14, 2019. The Resource Allocation Committee (RAC) oversees the development of the local NOFA submission to HUD, which includes:

- Developing an annual or multi-year funding strategy for allocating HUD CoC funding according to local need, HUD policy priorities, and overall system performance

- Reading and analyzing the annual Notice of Funding Availability (NOFA), developing an annual reallocation strategy, developing the annual project rating and ranking criteria, utilizing performance and program data to evaluate and rank project applications

- Developing a communications plan for informing the Continuum of Care and ensuring full participation

- Overseeing the work of the Collaborative Applicant to prepare the NOFA submission

- Approve final submission for the annual CoC application to HUD

The revised charter and bylaws also renewed the designation of the Mayor's Office of Human Services – Homeless Services Program (MOHS-HSP) as the Collaborative Applicant, HMIS Lead, and Support Entity for the Baltimore City Continuum of Care for an additional one-year term. On July 1, 2019, this program became an independent office, the Mayor's Office of Homeless Services (MOHS) and it will be referred to as such throughout the remainder of the document. As the Collaborative Applicant, MOHS develops the application to HUD according to the priorities, strategy, ranking, and requirements developed by the Resource Allocation Committee and approved by the Continuum of Care Board. The Resource Allocation Committee determines which projects may have partial or full funding reallocated, which new projects will be included in the final ranking, and the project ranking order according to the measures included in this document.

All local application materials, processes, and meeting notices will be posted to the Mayor's Office of Homeless Services website and sent to the CoC email listserv. CoC listserv subscription is available here.

2019 CoC NOFA Timeline (all dates are tentative and subject to change)	
December 6, 2018	**Governance Charter & Bylaws Approval** The CoC board voted to approve the revised governance charter and bylaws, which included the designation of the Mayor's Office of Homeless Services as the Collaborative Applicant and HMIS Lead for the MD-501 Baltimore Continuum of Care. On March 14, 2019, the CoC voted to approve those amendments related to their authority.
May 23, 2019 **9-11am**	**Resource Allocation Committee Meeting – Approve Competition Guidelines** The Committee met to review and approve recommendations for the competition timeline, reallocation practices, and scoring and ranking methodology.
June 6, 2019	**Continuum of Care Board – Vote to Approve Project Reallocation, Scoring, and Ranking Policies** The CoC board voted to approve the CoC NOFA guidelines as recommended by the Resource Allocation Committee.
June 27, 2019 **9-11am**	**Resource Allocation Committee Meeting** The Resource Allocation Committee met to review the CoC NOFA Competition process and prepare for the review of individual project performance in July.
July 3, 2019	**HUD Continuum of Care NOFA Released**

July 18, 2019	**Local Competition Procedures Published**
	     1. Local Timeline and Competition Guidance Released
	     2. New and Renewal Project Applications Released
	
	 The materials will be posted to the MOHS website and CoC listserv.

July 25, 2019 **9-11am**	**Resource Allocation Committee Meeting – Renewal Project Performance Review** The Resource Allocation Committee meets to review renewal project performance and determine which projects will have a reduction or elimination of funding through reallocation.
July 26, 2019	**Reallocation Notifications Issued to Renewal Projects**

THE JOURNEY HOME

2019 CoC NOFA Timeline (all dates are tentative and subject to change)	
July 29, 2019 **10am-11:30am** NOFA Bidders Conference Webinar	**NOFA Bidders Conference/Technical Assistance Webinar** This webinar is designed for service providers applying for renewal or new project funding in the local FY2019 Continuum of Care Program Competition. The webinar will be recorded and posted to the MOHS website.
August 2, 2019	**Renewal Project Reallocation Appeals Due** To appeal a reallocation decision, affected renewal projects must submit a formal letter to the attention of the CoC Executive Committee to mohs.hsp.application@baltimorecity.gov. The letter must include the name of the project, grant number, and justification/reasoning supporting the appeal.
August 16, 2019 **12pm**	**DEADLINE: New and Renewal Project Applications Due** Projects must submit all required materials, including supporting documentation and match documentation to mohs.hsp.application@baltimorecity.gov.
August 29, 2019	**Resource Allocation Committee Meeting – Select New Projects, Approve Project Ranking** The Resource Allocation Committee meets to select which new projects will be included in the CoC's application to HUD, in addition to approving the final project ranking.
September 5, 2019	**Final Project Ranking Sent to CoC** **New Project Applicants Notified of Acceptance/Rejection from Project Ranking**
September 13, 2019	**Draft CoC Application Sent to CoC for Input and Review**
September 26, 2019	**Resource Allocation Committee Meeting – Review and Approve Final NOFA Submission**
September 26, 2019	**Public Posting of Final Consolidated CoC Application**
September 30, 2019	**Final Consolidated CoC Application Submitted to HUD**

FY2019 CoC NOFA Available Funding - TENTATIVE		
Amount	**Type**	**Description**
$22,766,097	The Annual Renewal Demand (ARD) for Baltimore City	This is the base amount that CoC is eligible to apply for
$1, 138,305	Regular Bonus Project Funding Available	This is the maximum amount bonus funding CoC is eligible to apply for
$1,569,481	Domestic Violence Bonus Project Funding Available	This is the maximum amount of domestic violence project bonus funding CoC is eligible to apply for
$682,983	CoC Planning Grant Funds	This provides staffing support and funding for the Collaborative Applicant in addition to operations costs for HUD-required CoC activities.
$26,156,866	**Total Amount of Funding Available**	

HUD allows local communities to create new projects through two methods: bonus projects and reallocation. Bonus projects are typically awarded competitively at the national level but are also required to be ranked with the CoC's other renewal and new projects.

Regular Bonus Project Funding

The funding available for regular bonus projects in Baltimore during the FY2019 competition is $1,138,305. Eligible activities for regular bonus projects include:

- New permanent supportive housing projects that will serve chronically homeless families and individuals including youth experiencing chronic homelessness;

- New rapid re-housing projects that will serve homeless individuals and families, including youth, coming directly from the streets or emergency shelters, or fleeing domestic violence situations

- New Joint TH-RRH component projects that are a combination of short-term transitional housing with rapid re-housing assistance provided to help families transition into permanent housing that follow a housing first approach

- New Supportive Services Only - Coordinated Access projects

- Expansions of existing CoC-funded permanent supportive housing or rapid re-housing projects to increase the number of persons served, provide additional supportive services, or replace nonrenewable funding

The CoC does not intend to apply for increased HMIS funding.

Domestic Violence Bonus Project Funding

The funding available for domestic violence (DV) bonus projects in Baltimore during the FY2019 competition is $1,569,481. Eligible activities for DV bonus projects include:

- New rapid re-housing projects that will serve homeless individuals and families, including youth, fleeing domestic violence situations that demonstrate trauma-informed, victim-centered approaches.

- New Joint TH-RRH component projects that are a combination of short-term transitional housing with rapid re-housing assistance provided to help families transition into permanent housing that follow a housing first approach.

- New SSO Projects for Coordinated Entry to implement policies, procedures, and practices that equip the CoC's coordinated entry to better meet the needs of people experiencing homelessness who are survivors of domestic violence, dating violence, sexual assault, or stalking (e.g., to implement policies and procedures that are trauma-informed, client-centered or to better coordinate referrals between the CoC's coordinated entry and the victim service providers coordinated entry system where they are different).

A CoC can only submit one project application for SSO Projects for Coordinated Entry. A CoC may apply for any number of PH-RRH and Joint TH and PH-RRH projects provided that each application is for at least $25,000. A CoC may also apply to expand an existing renewal project, including one that was previously funded with DV Bonus funding. Due to the amount of funding availability, the CoC will only apply for new DV bonus projects rather than expansions of renewal projects.

New Project Funding Through Reallocation

Reallocation refers to the process by which a CoC shifts funds in whole or in part from existing CoC-funded projects that are eligible for renewal to create one or more new projects. CoCs can pursue reallocations through the annual CoC Program Competition.

Reallocating funds is one of the most important tools by which CoCs can make strategic improvements to their homelessness system. Through reallocation, CoCs can create new, evidence-informed projects by eliminating projects that are underperforming or are more appropriately funded from other sources. Reallocation is particularly important when new resources are scarce.

For FY 2019, eligible new projects available through reallocation include:

- New permanent supportive housing projects that serve chronically homeless individuals and families, including unaccompanied youth.

- New rapid re-housing projects for homeless individuals and families, including unaccompanied youth, coming directly from the streets or emergency shelter, or persons fleeing domestic violence situations.

- New Supportive Services Only Projects for Coordinated Access to implement policies, procedures, and practices that equip the CoC's coordinated entry to better meet the needs of people experiencing homelessness.

- Expansions of existing CoC-funded permanent supportive housing or rapid re-housing projects to increase the number of persons served, provide additional supportive services, replace nonrenewable funding, or for coordinated entry

Grant Consolidations

Eligible renewal project applicants may have the ability to consolidate two or more eligible renewal projects (but no more than four projects) into one project application during the application process. HUD will not permit projects that have the following characteristics to consolidate:

- Outstanding audit or monitoring findings
- Outstanding obligation to HUD that is in arrears
- Unresolved construction delays
- History of poor financial management/drawdown issues
- History of low occupancy levels, or lack experience in administering the project type
- Other capacity issues

HUD will not permit a transitional housing and a permanent housing project to consolidate to form a Joint TH and PH-RRH component project and will not permit a transition grant to be consolidated with any other project. Additionally, transition grants cannot use the consolidation process in the FY 2019 CoC Program Competition. If you are interested in pursuing a grant consolidation, please notify mohs.hsp.application@baltimorecity.gov.

About the NOFA

The NOFA submission consists of three parts:

- *CoC Application* –This is the CoC's overall application, and primarily focuses on the CoC's progress on ending homelessness, strategic initiatives, and adoption of HUD's funding and policy priorities. It is a combination of narrative questions and data tables. The score is out of 200 points. The CoC's application score heavily impacts the individual project scores—particularly for projects that fall in Tier 2 of the ranking (more information below).

- *Project Ranking* — This is an ordered ranking of all renewal and new projects the CoC is submitting in the application for funding. The project ranking should reflect HUD funding priorities, local need, and a data-driven process for evaluating individual project performance. Prior to the ranking process, the CoC completes a full performance evaluation of all renewal projects and determines whether to include each individual project in the ranking.

    HUD requires the project ranking consist of a Tier 1 and Tier 2. HUD typically has enough funding to fund all projects that meet threshold criteria and are in Tier 1. Projects in Tier 2 are considered "at-risk" of not being funded if the overall CoC score and individual project score are not competitive at the national level.   For FY2019, the tiers are as follows:
    - Tier 1: 100 percent of the combined Annual Renewal Amounts for all projects eligible for renewal for the first time plus 94 percent of the combined Annual Renewal Amounts for all other projects eligible for renewal.
    - Tier 2: The difference between Tier 1 and the CoC's Annual Renewal Demand plus any amount available for CoC Bonus Project Funding (non-DV)

- *Project Applications* – Each project approved for inclusion in the local project ranking is included in the CoC's submission to HUD. Each project application must meet HUD's threshold review in order to receive funding in addition to the competitive scoring process.

Tier 2 Project Scoring (non-DV projects)

Once projects are ranked into Tier 1 and Tier 2, HUD scores all Tier 2 projects and competitively awards funds at the national level. HUD's scoring criteria for Tier 2 projects in the FY2019 competition is based on a 100-point scale and consists of the following.

Max Points	Scoring Factor	HUD Calculation
	Tier 2 Project Scoring Criteria	
50 Points	CoC Application Score	(% of available points received on CoC application) * 50
40 Points	Ranking Order	**Total Points = 40 * (1-y)** *Where "y" equals:* (cumulative funding for Tier 2 ranked higher than project) + (1/2 * project's funding request) _____ Total Tier 2 Funding Available For example, if a CoC is eligible to apply for projects totaling $500,000 in Tier 2 and applies for 5 projects ranked in Tier 2 of $100,000 each: the highest ranked project would receive 36 points and then the subsequently ranked projects would receive 28, 20, 12, and 4 points.
10 Points	Commitment to Housing First (Low Barriers to Entry)	Up to 10 Points: PH projects that apply Housing First and demonstrate that it is low barrier and prioritizes rapid placement and stabilization. Up to 10 Points: TH, SH, SSO projects demonstrating low-barrier policies, prioritize rapid and stable PH placements, and have no service participation requirements or preconditions to entry 10 Points: HMIS & SSO projects for coordinated assessment system
100	**Total Points Available**	

DV Bonus Project Scoring

For projects the CoC indicates it would like considered as part of the DV Bonus, HUD will award a point value to each project application combining both the CoC Application score and responses to the domestic violence bonus specific questions in the CoC Application using the following 100-point scale:

(1) For Rapid Re-housing and Joint TH and PH-RRH component projects:
   a. CoC Score. Up to 25 points in direct proportion to the score received on the CoC Application.
   b. Need for the Project. Up to 25 points based on the extent the CoC quantifies the need for the project in its portfolio, the extent of the need, and how the project will fill that gap.

c. Quality of the Project Applicant. Up to 50 points based on the previous performance of the applicant in serving survivors of domestic violence, dating violence, sexual assault, or stalking, and their ability to house survivors and meet safety outcomes. Additionally, to be eligible to receive a PH-RRH or Joint TH and PH-RRH project, the CoC must demonstrate that the project will use trauma-informed, victim –centered approaches.

(2) For SSO Projects for Coordinated Entry:
   a. CoC Score. Up to 50 points in direct proportion to the score received on the CoC Application.
   b. Need for the Project. Up to 50 points based on the extent to which the CoC is able to demonstrate the need for a coordinated entry system that better meets the needs of survivors of domestic violence, dating violence, sexual assault, or stalking, and how the project will fill this need.

HUD POLICY PRIORITIES

1. **Create a Systemic Response to Homelessness**. CoCs should create systematic supports that ensure homeless assistance is well coordinated, well managed inclusive and transparent to achieve positive outcomes.

   a. *Measure system performance.* CoCs should use the system performance measures developed by HUD to access how they can improve their systems for better performance. These system performance measures track the average length of homeless episodes, rates of returns to homelessness, and others to determine how effectively a CoC is serving people experiencing homelessness.

   b. *Create an effective Coordinated Entry system.* Coordinated entry is a key step in assessing the needs of homeless individuals and families requesting assistance and prioritizing those households for assistance. Communities should integrate these processes into their outreach work so that individuals living in unsheltered are prioritized for help. This system should achieve the following goals:

      i. *Make it easier for persons experiencing homelessness or housing crisis to access the appropriate housing and service interventions;*

      ii. *Prioritize persons with the longest histories of homelessness and the most extensive needs;*

      iii. *Lower barriers to entering programs or receiving assistance; and,*

      iv. *Ensure that persons receive assistance and are housed as quickly as possible.*

   c. *Promote participant choice.* CoCs should support the choices made by individuals experiencing homelessness. Whether this choice applies to the type or location of housing, or support programs for substance use recovery, programs should support the participant's choices.

   d. *Plan as a system.* CoCs should coordinate homeless assistance and mainstream housing services to ensure individuals experiencing homeless receive help as quickly as possible. The performance, eligibility criteria, target populations, and cultural competency of each provider should be monitored by CoCs. Providers should collaborate when participants move from program to program or when one program serves the same individual.

e. *Make the delivery of homeless assistance more open, inclusive, and transparent.* The needs of all individuals and families experiencing homelessness should be represented within the CoC through inclusion of those who have experienced homelessness in the planning process and in leadership roles. CoCs should work with organizations that represent persons fleeing domestic violence, the LGBTQ community, victims of human trafficking, unaccompanied youth, individuals with disabilities, and other relevant populations in their communities to ensure client-centered service delivery and cultural competence.

2. **Strategic Resource Allocation.** Using performance and outcome data, CoCs should decide how to best use the resources available to end homelessness within the community, including CoC and Emergency Solutions Grant (ESG) Program funds, State and local funds, public and assisted housing units, mainstream service resources such as Medicaid, and philanthropic efforts. Decisions about resource allocation should include the following:

a. *Comprehensive review of projects.* CoCs should reallocate funds to new projects whenever reallocations would reduce homelessness. Communities should use CoC approved scoring criteria and selection priorities to determine the extent to which each project is still necessary and addresses the policy priorities listed in this NOFA.

b. *Maximize the use of mainstream resources.* HUD strongly encourages CoCs and project applicants to ensure that they are maximizing the use of all mainstream services available. While 24 CFR part 578 allows for the payment of certain supportive service costs, it is more efficient for CoCs to use mainstream resources where possible. CoCs should proactively seek and provide information to all stakeholders within the geographic area about mainstream resources and funding opportunities, particularly new opportunities made available under the Affordable Care Act and related technical assistance initiatives. Additionally, where homeless assistance projects are providing specialized services to help participants reach recovery, self-sufficiency, and independence, such as employment services, mental health services, substance abuse recovery services, they should be coordinating with State or local agencies responsible for overseeing these services to ensure that they are using best practices and that there is proper oversight of their programs.

c. *Review the efficacy of Transitional Housing.* Recent research shows that transitional housing is generally more expensive than other housing models serving similar populations with similar outcomes. HUD also recognizes that transitional housing may be an effective tool for addressing certain needs– such as housing for underage homeless youth, safety for persons fleeing domestic violence, and assistance with recovery from addiction. HUD strongly encourages CoCs and recipients to carefully review the transitional housing projects within the geographic area for cost-effectiveness, performance, and for the number and type of eligibility criteria to determine if rapid re-housing might be a better model for the CoC's geographic area.

d. *Integrate.* CoCs should manage their programs and services in the most integrated way to meet the needs of qualified individuals with disabilities. Programs serving chronically homeless families and individuals should ensure individuals with disabilities are interacting with individuals without disabilities as much as possible.

3. **Ending Chronic Homelessness**.

   a. *Increase units.* In order to increase the number of units for chronically homeless individuals and families and work towards the goal of ending chronic homelessness, HUD encourages CoCs to create new projects through reallocation that exclusively serve chronically homeless individuals and families and/or create a permanent housing bonus project specifically for chronically homeless individuals and families. Chronically homeless and permanent supportive housing are defined in 24 CFR 578.3. Projects are prohibited from discriminating against chronically homeless families with children.

   b. *Target.* Chronically homeless individuals and families should be given priority for permanent supportive housing beds not currently dedicated to this population as vacancies become available through turnover. Permanent supportive housing renewal projects serving specific disabled subpopulations (e.g., persons with mental illness or persons with substance use disorder) must continue to serve those subpopulations, as required in the current grant agreement. However, chronically homeless individuals and families within the specified subpopulation should be prioritized for entry. CoCs are encouraged to implement a process for prioritizing homeless individuals and families experiencing chronic homelessness consistent with Notice CPD 14-012: *Prioritizing Persons Experiencing Chronic Homelessness in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status.*

   c. *Improve outreach.* Communities should identify and engage all persons who are experiencing sheltered or unsheltered chronic homelessness and those at risk of experiencing chronic homelessness on a continuous basis. This includes making sure individuals with disabilities and persons with Limited English Proficiency (LEP persons) have access to services and programs.

4. **Ending Family Homelessness.** Most families experiencing homelessness can be housed quickly and stably using rapid re-housing, although some will need the long-term support provided by a permanent housing subsidy or permanent supportive housing. CoCs should adjust the homeless services system for families to ensure that families can easily access rapid re-housing and other housing assistance tailored to their needs. CoCs should also be working with their affordable housing community to facilitate access to affordable housing units. CoCs should also ensure that their projects address the safety needs of persons fleeing domestic violence. Rapid re-housing is designed to assist homeless individuals and families, with or without disabilities, to move as quickly as possible into permanent housing and achieve stability in that housing. Rapid re-housing assistance is time-limited, individualized, and flexible, and should complement and enhance homeless system performance. HUD encourages CoCs to use reallocation to create new rapid re-housing projects for families.

5. **Ending Youth Homelessness.** CoCs should understand the unique needs of homeless youth and should be reaching out to youth-serving organizations to help them fully participate in the CoC. CoCs and youth serving organizations should work together to develop resources and programs that better end youth homelessness and meet the needs of homeless youth, including Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) youth. When evaluating the performance of youth programs, CoCs should take into account the specific challenges faced by homeless youth. When CoCs identify lower performing youth serving projects, they should seek to reallocate funds from those projects to better projects serving youth.

6. **Ending Veteran Homelessness.** Ending veteran homelessness is within reach for many communities, and CoCs should take specific steps to reach this goal including:

    a. *Prioritize.* CoC Program-funded projects should, to the extent possible, prioritize veterans and their families who cannot be effectively assisted with Department of Veterans Affairs (VA) services. When it is determined a veteran cannot be effectively assisted with VA housing and services and has the same level of need as a non-veteran (as determined using a standardized assessment tool) the veteran should receive priority.

    b. *Coordinate.* CoCs should work closely with the local VA and other Veteran-serving organizations and coordinate CoC resources with VA-funded housing and services including HUD-VASH and Supportive Services for Veteran Families (SSVF).

7. **Using a Housing First Approach and Flexibility with Service Participation Requirements**. *Housing First* is an approach to homeless assistance that prioritizes rapid placement and stabilization in permanent housing and does not have service participation requirements or preconditions such as sobriety or a minimum income threshold. Projects using a housing first approach often have supportive services; however, participation in these services is based on the needs and desires of the program participant and not a requirement. Specific steps to support a community-wide Housing First approach include the following:

    a. *Remove barriers to entry.* CoCs should review system- and project-level eligibility criteria to identify and remove barriers to accessing services and housing that are experienced by homeless individuals and families. Many projects currently have barriers to entry.

    b. *Use data to quickly and stably house homeless persons.* Programs using a Housing First approach should move families and individuals into permanent housing quickly. To improve performance CoCs should measure the length of time it takes to move households into permanent housing.

    c. *Engage landlords and property owners.* CoCs should work to identify and recruit landlords so that when individuals or families need housing units are available, speeding up the housing process. This process can be used by individual providers or in a consolidated effort so that a few organizations work with landlords on behalf of several providers.

    d. *Client-centered service delivery.* Housing and service options should be tailored to meet the unique needs of each individual or family presenting for services. Program participants should not be required to participate in services that they do not believe will help them to achieve their goals.

8. **Addressing Racial Disparities.** Research has found racial disparities in rates of homelessness. Specifically, blacks and Native Americans experience homelessness at disproportionately higher rates. Efforts to prevent and end homelessness should consider and address racial inequities to achieve positive outcomes for all persons experiencing homelessness (e.g., receiving necessary services and housing to exit homelessness).

9. **Increasing Employment.** CoCs should work with local employment agencies and employers to prioritize training and employment opportunities for people experiencing homelessness.

    a. *Coordinate employment and income.* CoCs should coordinate services at varying entry points for people experiencing homelessness seeking workforce development and, or income supports.

    b. *Employment First strategy*. CoCs should adopt systems that integrate employment services for individuals with disabilities, to include mental or behavioral health diagnosis**.**

10. **Using an Evidence-Based Approach.** Strong use of data and evidence, including cost-effectiveness and impact of homelessness programs on positive outcomes, recovery, self-sufficiency, and reducing homelessness is prioritized.

    a. *Project evaluation.* CoCs should use rates of positive housing outcomes, such as reduced length of time homeless and reduced rates of return to homelessness

    b. *Holistic approach.* CoCs should use evidence-based metrics that show improvements in employment and income; mental health and physical health; increased connection to supportive services; family reunification, and overall well-being and safety.

For several years, HUD has emphasized the importance of reallocating funding from underperforming projects, projects that are underspending, or projects that no longer meet the CoC needs. For FY2019, HUD has communicated that in order to receive bonus project funding, communities **must be able to demonstrate allocation decisions are made based on performance and/or that they can successfully reallocate funding from lower-performing projects.**

The Resource Allocation Committee has reviewed HUD guidance, previous NOFA results, project performance, and program guidelines to develop the following factors that will be used to determine whether full or partial reallocation of funds from a project may be necessary. The Resource Allocation Committee will notify renewal projects of their reallocation status and rationale in writing.

If a renewal project would like to appeal the reallocation decision, a formal letter must be sent to mohs.hsp.application@baltimorecity.gov by the designated deadline. Appeal requests will be reviewed by the CoC's Executive Committee. Projects may be asked for additional information to substantiate their appeal. The Executive Committee will review all appeals and communicate a final decision to the renewal project in writing.

Utilization

Projects with a history of low utilization (under 95%) will be considered for a partial or full reallocation of funds, depending on the severity of the utilization rate. Three years of utilization history will be reviewed, with a higher emphasis on the most recent program year completed.

Spending History

Projects with a history of returning funds to HUD will be considered for a partial or full reallocation of funds. Three completed years of spending history will be reviewed to show historical trends. Please note that any organization found to have less than 100% of their grant expended will be required to provide an explanation why funds were recaptured. Depending upon the nature of the situation, the project or organization may be targeted for partial or full reallocation. HUD expects programs to spend 100% of the funds they are allocated—if projects are chronically underspending but are included in the ranking without a reallocation, HUD may reject a funding request for that project.

Client Outcomes

Renewal projects will be reviewed to determine whether the project is satisfactorily meeting performance outcomes related to permanent housing stability, income growth, connection to mainstream benefits, and other outcomes as measured in the Annual Performance Report submitted to HUD.

Program Compliance and Monitoring

Projects with unresolved monitoring findings or are in non-compliance for the CoC Program regulations (including participant eligibility), Fair Housing, HUD regulations, Coordinated Access, HMIS participation, and other applicable regulations and laws may have funds partially or fully reallocated.

Renewal Project Scoring

Renewal projects approved by the Resource Allocation Committee (RAC) for inclusion in the CoC project ranking will be scored according to an objective scoring tool based on their individual project performance, alignment with HUD and CoC policy priorities, and compliance. Performance and HMIS elements are heavily weighted measures used by HUD in determining the overall CoC score for the NOFA. Data used in the project scoring tool comes largely from projects' most recently submitted Annual Performance Report (APR), project compliance and monitoring reports, and HMIS data. Scoring tools are provided in the Appendix. First-time renewals are projects that have not yet completed their first operating year, and thus, cannot be scored for their performance due to not having a completed Annual Performance Report (APR). However, the RAC will evaluate each first time renewal to ensure that each project is achieving satisfactory progress.

New Project Selection

New project applicants will be assessed on the following: project design, how the project addresses local priority needs, how the project aligns with local strategies and HUD's priority to end homelessness, budget appropriateness and accuracy, project match, leveraging, CoC participation, community collaboration, organizational capacity, use of Housing First, and implementation timeline. There may be new projects that fail to score well enough to be included in the NOFA submission, or there may not be enough new project funding to fund all requests. New project applicants are highly encouraged to review the new project application guide and instructions while preparing their application, which provide a wealth of resources on best practices, policies, procedures, and requirements. Scoring tools are provided in the Appendix.

Ranking Order

Renewal projects approved for inclusion (not being fully reallocated) in the CoC's project ranking will be ranked in the following order:

1. HMIS
2. Renewal permanent supportive housing projects, ranked in order of highest to lowest percentage score
3. Renewal rapid re-housing projects, ranked in order of highest to lowest percentage score
4. Renewal safe haven and transitional housing for youth, ranked in order of highest to lowest percentage score

Supportive services only (SSO) projects and new projects, including regular and domestic violence projects, will be ranked after the Resource Allocation Committee has evaluated all new and renewal projects. SSO projects include Coordinated Access and street outreach. All SSO and new projects will be ranked in such a way to (1) maximize the CoC's overall application score; (2) maximize the score of Tier 2 projects and ensure the highest possibility of having projects funded; (3) increase the CoC's system performance; and (4) effectively meet HUD policies and priorities.

Tie-Breakers

Ties within the same project type will be broken in the following order:
- Highest % of clients exiting to or retaining permanent housing
- Highest utilization rate

The Resource Allocation Committee may adjust individual projects up or down in the ranking or reallocate in order to fulfill HUD priorities, prevent potential losses of funding, and maximize the overall CoC application score.

PROJECT ELIGIBILITY & APPLICATION PROCEDURES

Eligible Organizations

- A Non-Profit 501(c)(3) tax-exempt organization or another city government agency,

- In Good Standing with the State of Maryland (certification of Good Standing can be obtained through the Department of Taxation website.)

- Must have two years' of most recent A-133 or independent financial audits

- Commitment to operating the program under the Housing First model.

- Able to document at least a 25% cash or in-kind match for the amount of funding requested

Submission Requirements

The full project eligibility and application submission requirements are listed in the accompanying Project Request for Proposals. Applicants will submit (1) electronic copy of the application and all required supporting documents to mohs.hsp.application@baltimorecity.gov. No paper or faxed applications will be accepted. All project applications must be received by 4pm on the application deadline stated in the timeline at the beginning of this document.

Direct grantees of HUD must submit their project applications in HUD's e-Snaps system and email the list of attachments and certifications listed in the Project Request for Proposals to mohs.hsp.application@baltimorecity.gov by the project application deadline.

Questions regarding the NOFA process, application templates, and instructions can be directed to mohs.hsp.application@baltimorecity.gov.

APPENDIX

RENEWAL/EXPANSION THRESHOLD REQUIREMENTS

Project Name: _____   *Completed projects will be moved to the bottom of the list.*

Organization Name: _____

Project Type: _____   *If you would like to change the project type, please do so in the HIC and re-copy the data to the RAW HIC DATA tab, or do so in the LIST OF PROJECTS TO BE REVIEWED.*

Project Identifier: _____

Renewal/Expansion Projects
Threshold Review Complete

0%

THRESHOLD REQUIREMENTS	YES/NO

Stakeholders should NOT assume all requirements are fully addressed through this tool. CoC Program application requirements change periodically and annual NOFAs may provide more detailed guidance. The CoC collaborative applicant and project applicants should carefully review the annual NOFA criteria each year.

☐ Yes to all

HUD THRESHOLD REQUIREMENTS

1. Applicant has Active SAM registration with current information.

2. Applicant has Valid DUNS number in application.

3. Applicant has no Outstanding Delinquent Federal Debts- It is HUD policy, consistent with the purposes and intent of 31 U.S.C. 3720B and 28 U.S.C. 3201(e), that applicants with outstanding delinquent federal debt will not be eligible to receive an award of funds, unless:

    (a) A negotiated repayment schedule is established and the repayment schedule is not delinquent, or

    (b) Other arrangements satisfactory to HUD are made before the award of funds by HUD.

4. Applicant has no Debarments and/or Suspensions - In accordance with 2 CFR 2424, no award of federal funds may be made to debarred or suspended applicants, or those proposed to be debarred or suspended from doing business with the Federal Government.

5. Disclosed any violations of Federal criminal law - Applicants must disclose in a timely manner, in writing to HUD, all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award. Failure to make required disclosures can result in any of the remedies described in 2 CFR §200.338, Remedies for noncompliance, including suspension or debarment. This mandatory disclosure requirement also applies to subrecipients of HUD funds who must disclose to the pass-through entity from which it receives HUD funds.

6. Submitted the required certifications as specified in the NOFA.

7. Demonstrated the population to be served meets program eligibility requirements as described in the Act, and project application clearly establishes eligibility of project applicants. This includes any additional eligibility criteria for certain types of projects contained in the NOFA.

8. Agreed to Participate in HMIS - Project applicants, except Collaborative Applicants that only receive awards for CoC planning costs and, if applicable, UFA Costs, must agree to participate in a local HMIS system. However, in accordance with Section 407 of the Act, any victim service provider that is a recipient or subrecipient must not disclose, for purposes of HMIS, any personally identifying information about any client. Victim service providers must use a comparable database that complies with the federal HMIS data and technical standards. While not prohibited from using HMIS, legal services providers may use a comparable database that complies with federal HMIS data and technical standards, if deemed necessary to protect attorney client privilege.

9. Met HUD Expectations - When considering renewal projects for award, HUD will review information in eLOCCS; Annual Performance Reports (APRs); and information provided from the local HUD CPD Field Office, including monitoring reports and A-133 audit reports as applicable, and performance standards on prior grants. HUD will also assess renewal projects using the following performance standards in relation to the project's prior grants:

    (a) Whether the project applicant's performance met the plans and goals established in the initial application, as amended;

    (b) Whether the project applicant demonstrated all timeliness standards for grants being renewed, including those standards for the expenditure of grant funds that have been met;

    (c) The project applicant's performance in assisting program participants to achieve and maintain independent living and records of success, except HMIS-dedicated projects that are not required to meet this standard; and,

    (d) Whether there is evidence that a project applicant has been unwilling to accept technical assistance, has a history of inadequate financial accounting practices, has indications of project mismanagement, has a

10. Met HUD financial expectations – If a project applicant has previously received HUD grants, the organization must have demonstrated its ability to meet HUD's financial expectations.
    If any of the following have occurred, the project applicant would NOT meet this threshold criteria:

    (a) Outstanding obligation to HUD that is in arrears or for which a payment schedule has not been agreed upon;

RENEWAL/EXPANSION THRESHOLD REQUIREMENTS

Project Name: _____

Organization Name: _____

Project Type: _____

Project Identifier: _____

Completed projects will be moved to the bottom of the list.

If you would like to change the project type, please do so in the HIC and re-copy the data to the RAW HIC DATA tab, or do so in the LIST OF PROJECTS TO BE REVIEWED.

Renewal/Expansion Projects Threshold Review Complete

| 0% |

THRESHOLD REQUIREMENTS	YES/NO
(b) Audit finding(s) for which a response is overdue or unsatisfactory;	
(c) History of inadequate financial management accounting practices;	
(d) Evidence of untimely expenditures on prior award;	
(e) History of other major capacity issues that have significantly affected the operation of the project and its performance;	
(f) History of not reimbursing subrecipients for eligible costs in a timely manner, or at least quarterly; and	
(g) History of serving ineligible program participants, expending funds on ineligible costs, or failing to expend funds within statutorily established timeframes.	
11. Demonstrated Project is Consistent with Jurisdictional Consolidated Plan(s) - All projects must be consistent with the relevant jurisdictional Consolidated Plan(s). The CoC will be required to submit a Certification of Consistency with the Consolidated Plan at the time of application submission to HUD.	

CoC THRESHOLD REQUIREMENTS

For each requirement, select "Yes" if the project has provided reasonable assurances that the project will meet the requirement, has been given an exception by the CoC or will request a waiver from HUD. Otherwise select "No".

Coordinated Entry Participation	
Housing First and/or Low Barrier Implementation	
Documented, secured minimum match	
Project has reasonable costs per permanent housing exit, as defined locally	
Project is financially feasible	
Applicant is active CoC participant	
Application is complete and data are consistent	
Data quality at or above 90%	
Bed/unit utilization rate at or above 90%	
Acceptable organizational audit/financial review	
Documented organizational financial stability	

NEW PROJECTS THRESHOLD REQUIREMENTS

Project Name: _____   *Completed projects will be moved to the bottom of the list*

Organization Name: _____

Project Type: _____   *If you would like to change the project type, please do so in the HIC and re-copy the data to the RAW HIC DATA tab, or do so in the LIST OF PROJECTS TO BE REVIEWED.*

Project Identifier: _____

New Projects
Threshold Review Complete

0%

THRESHOLD REQUIREMENTS	YES/NO

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☐ Yes to all

HUD THRESHOLD REQUIREMENTS

1. Applicant has Active SAM registration with current information.

2. Applicant has Valid DUNS number in application.

3. Applicant has no Outstanding Delinquent Federal Debts- It is HUD policy, consistent with the purposes and intent of 31 U.S.C. 3720B and 28 U.S.C. 3201(e), that applicants with outstanding delinquent federal debt will not be eligible to receive an award of funds, unless:

   (a) A negotiated repayment schedule is established and the repayment schedule is not delinquent, or

   (b) Other arrangements satisfactory to HUD are made before the award of funds by HUD.

4. Applicant has no Debarments and/or Suspensions - In accordance with 2 CFR 2424, no award of federal funds may be made to debarred or suspended applicants, or those proposed to be debarred or suspended from doing business with the Federal Government.

5. Applicant has Accounting System - HUD will not award or disburse funds to applicants that do not have a financial management system that meets federal standards as described at 2 CFR 200.302. HUD may arrange for a survey of financial management systems for applicants selected for award who have not previously received federal financial assistance or where HUD Program officials have reason to question whether a financial management system meets federal standards, or for applicants considered high risk based on past performance or financial management findings.

6. Disclosed any violations of Federal criminal law - Applicants must disclose in a timely manner, in writing to HUD, all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award. Failure to make required disclosures can result in any of the remedies described in 2 CFR §200.338, Remedies for noncompliance, including suspension or debarment. This mandatory disclosure requirement also applies to subrecipients of HUD funds who must disclose to the pass-through entity from which it receives HUD funds.

7. Demonstrated they are Eligible Project Applicants - Eligible project applicants for the CoC Program Competition are,under 24 CFR 578.15, nonprofit organizations, States, local governments, and instrumentalities of State and local governments. Public housing agencies, as such term is defined in 24 CFR 5.100, are eligible without limitation or exclusion. Neither for-profit entities nor Indian tribes are eligible to apply for grants or to be subrecipients of grant funds.

8. Submitted the required certifications as specified in the NOFA.

9. Demonstrated the project is cost-effective, including costs of construction, operations, and supportive services with such costs not deviating substantially from the norm in that locale for the type of structure or kind of activity.

10. Demonstrated they Participate in HMIS - Project applicants, except Collaborative Applicants that only receive awards for CoC planning costs and, if applicable, UFA Costs, must agree to participate in a local HMIS system. However, in accordance with Section 407 of the Act, any victim service provider that is a recipient or subrecipient must not disclose, for purposes of HMIS, any personally identifying information about any client. Victim service providers must use a comparable database that complies with the federal HMIS data and technical standards. While not prohibited from using HMIS, legal services providers may use a comparable database that complies with federal HMIS data and technical standards, if deemed necessary to protect attorney client privilege.

11. Demonstrated Project Meets Minimum Project Standards - HUD will assess all new projects for the following minimum project eligibility, capacity, timeliness, and performance standards. Please note that these are minimum threshold criteria. CoCs and project applicants should carefully review each year's NOFA to ensure they understand and have accounted for all applicable standards. To be considered as meeting project quality threshold, all new projects must meet all of the following criteria:

   (a) Project applicants and potential subrecipients must have satisfactory capacity, drawdowns, and performance for existing grant(s) that are funded under the SHP, S+C, or CoC Program, as evidenced by timely reimbursement of subrecipients, regular drawdowns, and timely resolution of any monitoring findings;

NEW PROJECTS THRESHOLD REQUIREMENTS

Project Name:
Organization Name:
Project Type:
Project Identifier:

Completed projects will be moved to the bottom of the list

If you would like to change the project type, please do so in the HIC and re-copy the data to the RAW HIC DATA tab, or do so in the LIST OF PROJECTS TO BE REVIEWED.

New Projects
Threshold Review Complete

0%

THRESHOLD REQUIREMENTS	YES/NO
(b) For expansion projects, project applicants must clearly articulate the part of the project that is being expanded. Additionally, the project applicants must clearly demonstrate that they are not replacing other funding sources; and,	
(c) Project applicants must demonstrate they will be able to meet all timeliness standards per 24 CFR 578.85. Project applicants with existing projects must demonstrate that they have met all project renewal threshold requirements of this NOFA. HUD reserves the right to deny the funding request for a new project, if the request is made by an existing recipient that HUD finds to have significant issues related to capacity, performance, unresolved audit or monitoring finding related to one or more existing grants, or does not routinely draw down funds from eLOCCS at least once per quarter. Additionally, HUD reserves the right to withdraw funds if no APR is submitted on the prior grant.	
12. Demonstrated Project is Consistent with Jurisdictional Consolidated Plan(s) - All projects must be consistent with the relevant jurisdictional Consolidated Plan(s). The CoC will be required to submit a Certification of Consistency with the Consolidated Plan at the time of application submission to HUD.	

CoC THRESHOLD REQUIREMENTS

For each requirement, select "Yes" if the project has provided reasonable assurances that the project will meet the requirement, has been given an exception by the CoC or will request a waiver from HUD. Otherwise select "No".

Coordinated Entry Participation	
Housing First and/or Low Barrier Implementation	
Documented, secured minimum match	
Project has reasonable costs per permanent housing exit, as defined locally	
Project is financially feasible	
Applicant is active CoC participant	
Application is complete and data are consistent	
Data quality at or above 90%	
Bed/unit utilization rate at or above 90%	
Acceptable organizational audit/financial review	
Documented organizational financial stability	

NEW PROJECTS THRESHOLD REQUIREMENTS

Project Name: _____

Organization Name: _____

Project Type: _____

Project Identifier: _____

Completed projects will be moved to the bottom of the list

If you would like to change the project type, please do so in the HIC and re-copy the data to the RAW HIC DATA tab, or do so in the LIST OF PROJECTS TO BE REVIEWED.

New Projects
Threshold Review Complete

0%

THRESHOLD REQUIREMENTS	YES/NO

RENEWAL/EXPANSION PROJECT RATING TOOL

Project Name: ()

Print Blank Template

Print Report Card

Organization Name:

Renewal/Expansion Projects
Rating Complete

Project Type:

Project Identifier: 0

Threshold rating not complete

0%

Instructions on Awarding Points

RATING FACTOR	PERFORMANCE GOAL	PERFORMANCE	POINTS AWARDED		MAX POINT VALUE
PERFORMANCE MEASURES					
Length of Stay					
Exits to Permanent Housing					
Returns to Homelessness					
New or Increased Income and Earned Income					
	Performance Measures Subtotal		0	out of	**0**
SERVE HIGH NEED POPULATIONS					
	Serve High Need Populations Subtotal		0	out of	**0**
PROJECT EFFECTIVENESS					
	Project Effectiveness Subtotal		0	out of	**0**
OTHER AND LOCAL CRITERIA					
CoC Monitoring Score	Project is operating in conformance to CoC standards			out of	10
	Other and Local Criteria Subtotal		0	out of	**10**
	TOTAL SCORE		0	out of	**10**
	Weighted Rating Score			out of	**100**

PROJECT FINANCIAL INFORMATION		
CoC funding requested	*NOTE: Edit on the LIST OF PROJECTS TO BE REVIEWED tab*	$ -
Amount of other public funding (federal, state, county, city)		
Amount of private funding		
TOTAL PROJECT COST		$ -
CoC Amount Awarded Last Operating Year	*NOTE: Edit on the LIST OF PROJECTS TO BE REVIEWED tab*	$ -
CoC Amount Expended Last Operating Year	*NOTE: Edit on the LIST OF PROJECTS TO BE REVIEWED tab*	$ -
Percent of CoC funding expended last operating year		0%

NEW PROJECTS RATING TOOL

Project Name:	Print Blank Template	Print Report Card
Organization Name:	New Projects	
Project Type:	Rating Complete	
Project Identifier:	0%	Instructions on Awarding Points

RATING FACTOR	POINTS AWARDED		MAX POINT VALUE
EXPERIENCE			
A. Describe the experience of the applicant and sub-recipients (if any) in working with the proposed population and in providing housing similar to that proposed in the application.		out of	15
B. Describe experience with utilizing a Housing First approach. Include 1) eligibility criteria; 2) process for accepting new clients; 3) process and criteria for exiting clients. Must demonstrate there are no preconditions to entry, allowing entry regardless of current or past substance abuse, income, criminal records (with exceptions of restrictions imposed by federal, state, or local law or ordinance), marital status, familial status, actual or perceived sexual orientation, gender identity. Must demonstrate the project has a process to address situations that may jeopardize housing or project assistance to ensure that project participation is terminated in only the most severe cases.		out of	10
C. Describe experience in effectively utilizing federal funds including HUD grants and other public funding, including satisfactory drawdowns and performance for existing grants as evidenced by timely reimbursement of subrecipients (if applicable), regular drawdowns, timely resolution of monitoring findings, and timely submission of required reporting on existing grants.		out of	5
Experience Subtotal	0	out of	**30**
DESIGN OF HOUSING & SUPPORTIVE SERVICES			
A. Extent to which the applicant 1. Demonstrate understanding of the needs of the clients to be served. 2. Demonstrate type, scale, and location of the housing fit the needs of the clients to be served 3. Demonstrate type and scale of the all supportive services, regardless of funding source, meet the needs of the clients to be served. 4. Demonstrate how clients will be assisted in obtaining and coordinating the provision of mainstream benefits 5. Establish performance measures for housing and income that are objective, measurable, trackable, and meet or exceed any established HUD, HEARTH or CoC benchmarks.		out of	20
B. Describe the plan to assist clients to rapidly secure and maintain permanent housing that is safe, affordable, accessible, and acceptable to their needs.		out of	10
C. Describe how clients will be assisted to increase employment and/or income and to maximize their ability to live independently.		out of	10
Design of Housing & Supportive Services Subtotal	0	out of	**40**
TIMELINESS			
A. Describe plan for rapid implementation of the program documenting how the project will be ready to begin housing the first program participant. Provide a detailed schedule of proposed activities for 60 days, 120 days, and 180 days after grant award.		out of	10
Timeliness Subtotal	0	out of	**10**
FINANCIAL			
A. Project is cost-effective - comparing projected cost per person served to CoC average within project type.	5	out of	5
B. Audit			
1. Most recent audit found no exceptions to standard practices	5	out of	5
2. Most recent audit identified agency as 'low risk'	5	out of	5
3. Most recent audit indicates no findings	5	out of	5
C. Documented match amount	5	out of	10
D. Budgeted costs are reasonable, allocable, and allowable		out of	20
Financial Subtotal	25	out of	**50**
PROJECT EFFECTIVENESS			
Coordinated Entry Participation- 95% of entries to project from CE referrals		out of	5
Project Effectiveness Subtotal	0	out of	**5**
OTHER AND LOCAL CRITERIA			
Other and Local Criteria Subtotal	0	out of	**0**
TOTAL SCORE	25	out of	**135**
Weighted Rating Score	19	out of	**100**

PROJECT FINANCIAL INFORMATION		
CoC funding requested	*NOTE: Edit on the LIST OF PROJECTS TO BE REVIEWED tab*	$ -
Amount of other public funding (federal, state, county, city)		
Amount of private funding		
TOTAL PROJECT COST		$ -