



2019 HUD CONTINUUM OF CARE NOFA

Request for Proposals

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BACKGROUND

The Mayor's Office of Homeless Services (MOHS), on behalf of the Baltimore City Continuum of Care, is requesting applications from eligible organizations for new and renewal projects to serve individuals, families, and/or unaccompanied youth experiencing homelessness. This request for applications is being conducted as part of the U.S. Department of Housing and Urban Development's (HUD) FY2019 Continuum of Care Program Funding Competition. HUD requires each community applying for homeless services funds under the CoC Program to conduct a local competition to select new and renewal projects that align with HUD's funding priorities, are high-performing, utilize best practices in the field, and best meet the needs of people experiencing homelessness.

A full overview of the local competition process and timeline can be found on the [MOHS website](#). All applicants must review the applicable documents for project submission guidelines, timelines, and more information about how projects are scored and selected for inclusion in the Continuum of Care's application to HUD for funding. A project's inclusion in the Continuum of Care's application to HUD for funding does not guarantee the project will be funded. All funding requests are reviewed and awarded by HUD.

This guide will provide instructions and resources for completing the FY2019 new and renewal project applications. All renewal projects are eligible to apply for funding unless they have been notified otherwise, according to the procedures described in the FY2019 Local Competition Guidelines document.

New Project Eligibility

The following funding requests will be considered for new project funding in the FY2019 Continuum of Care Funding Competition:

- 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 permanent supportive housing projects that serve chronically homeless individuals and families, including unaccompanied youth (not eligible for domestic violence bonus funds)
- New joint component TH-RRH projects serving persons fleeing domestic violence situations (this project can additionally serve homeless individuals and families, including unaccompanied youth, coming directly from the streets or emergency shelter)
- New coordinated access supportive services projects for homeless individuals and families, including unaccompanied youth, coming directly from the streets or emergency shelter, or persons fleeing domestic violence situations
- Increased funding for renewal rapid re-housing or permanent supportive housing projects to expand units, beds, services, or persons served. A project application must be completed to request funds above the current line items shown on the FY2019 Grants Inventory Worksheet.

About the Continuum of Care and Baltimore City Action Plan on Homelessness

The three-year *Baltimore City Action Plan on Homelessness* was approved by the Continuum of Care (CoC) Board in June 2019 and it guides the CoC's collective work by setting clear, measurable, and achievable goals with specific strategies for policy and programmatic reform, effective analysis of need and performance, and a committed effort to realign resources. The action plan continues to uphold the value that homelessness is solvable, as evidenced by a comprehensive crisis response system that ensures that homelessness is prevented, and when homelessness cannot be prevented, it should be a rare, brief and a nonrecurring experience.

The Action Plan is the result of ongoing, collective processes led by the CoC, inclusive of the original Journey Home plan, the CoC priorities established in 2017, and multiple efforts over the past two years that aimed to provide comprehensive analyses and specific recommendations. This plan has been developed and guided by key stakeholders and subject matter experts, including people with lived experience of homelessness.

The Action Plan includes five key strategies: increasing the supply of affordable housing, creating a more effective crisis response system, transforming the shelter system, improving access to employment and economic opportunities, and establish a race equity agenda. More information about the *Journey Home Plan* and Continuum of Care board activities can be found at the Journey Home [website](#).

About the Mayor's Office Homeless Services

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. MOHS is the designated Collaborative Applicant for the Continuum of Care, implements federal, state, and local policy and best practices for homeless services, and administers and monitors approximately \$50 million annually in homeless services grants from a variety of sources. Through a network of service providers, MOHS delivers housing and supportive services to over 25,000 individuals and families each year.

The funds administered by MOHS include the HUD Continuum of Care Program, Emergency Solutions Grant, HOPWA, State of Maryland homeless services grants, and local general funds. As the CoC Collaborative Applicant, MOHS also provides staffing support to the Continuum of Care Board.

APPLICATION SUBMISSION GUIDELINES

1. Local Competition Timeline

A full overview of the local competition process and timeline can be found on the [MOHS website](#). The timeline is subject to change as needed to meet the goals and priorities of the Continuum of Care. Any changes to the competition process or timeline will be posted to the CoC listserv and MOHS website.

All applicants should review the applicable documents for project submission guidelines, timelines, and more information about how projects are scored and selected for inclusion in the Continuum of Care's application to HUD for funding.

2. Eligible Applicants

To be considered a qualified organization, the applicant must meet the following mandatory criteria:

- 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 submit most recent A-133 or independent financial audit
- A 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
- Organizations applying for the domestic violence bonus funding MUST have a history of serving individuals, families, and/or youth fleeing domestic violence, dating violence, or human trafficking.

3. Submission Requirements

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.

Applicants are **highly encouraged** to review and understand the accompanying local competition process and timeline, which includes further instructions, requirements, and resources that ensure your project will meet the eligibility criteria.

Direct grantees of HUD must submit their project applications in HUD's e-Snaps system and email the list of attachments and certifications below 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.

ALL renewal project applications must include the following components:

1. Completed Application
2. Match Letters/MOUs
3. Certificate of Good Standing from State of Maryland dated within 30 days of application deadline
4. List of Board of Directors
5. Project Organizational Chart
6. Housing First Certification
7. Fair Housing Policy Certification
8. Conflict of Interest Questionnaire and Limits to Primarily Religious Organizations
9. Proof of Ownership or Lease (if housing will be provided at site-based location)
10. A-133 or Independent Financial Audits (most recent year)
11. Copy of Project's Program Policies/Rules
12. Copy of Project's Client Participation Agreement/Rights and Responsibilities
13. Copy of Non-Discrimination Policy (Projects will be expected to comply with standardized Grievance, Termination, and Right to Appeal policies and protocols established by MOHS.)

ALL new project applications must include the following components:

1. Completed Application, either:
 - a. New Project Application, OR
 - b. Expansion Project Application
2. Match And Leveraging Letters/MOUs
3. Articles of Incorporation and Bylaws
4. Federal Tax Exemption Determination Letters
5. Certificate of Good Standing from State of Maryland dated within 30 days of application deadline
6. List of Board of Directors
7. Project Organizational Chart
8. Housing First Certification
9. Fair Housing Policy Certification
10. Conflict of Interest Questionnaire and Limits to Primarily Religious Organizations
11. Proof of Ownership or Lease (if housing will be provided at site-based location)
12. A-133 Independent Audits (most recent 2 years)

All submissions will undergo a threshold review for completion and accuracy prior to being scored by the Resource Allocation Committee. Projects that submit incomplete applications or do not submit their application by the stated deadline in the competition timeline document may not be considered for funding.

1. Coordinated Access

In the *2012 CoC Program Interim Rule*, HUD mandated every Continuum of Care to develop a Coordinated Access system, with a primary purpose of making rapid, effective, and consistent client-to-housing and service matches. The Interim Rule mandated that as part of Coordinated Access, CoCs must implement:

- Entry points into the CoC system of care that are clearly defined, easily accessible, and well-advertised
- A standardized and comprehensive assessment protocol and tool that is used to identify and document the needs of all individuals and families seeking housing or services
- A standardized referral process for all programs receiving funding through the CoC that consistently refers individuals and families to the most appropriate housing and service interventions and ensures that limited resources are used most effectively

All shelters and permanent housing programs receiving funds are required to fill their program vacancies through the Continuum of Care's Coordinated Access system. Street outreach programs, drop-in centers, and shelters must designate agency staff to become Coordinated Access navigators. Navigators assist individuals experiencing homelessness with applying for permanent housing through the Coordinated Access System.

2. Housing First

Housing first is an approach that offers permanent, affordable housing as quickly as possible for individuals and families experiencing homelessness, and then provides the supportive services and connections to the community-based supports people need to keep their housing and avoid returning to homelessness.

The Housing First approach is rooted in these basic principles:

- Homelessness is first and foremost a housing problem and should be treated as such
- Housing is a right to which all are entitled
- Issues that may have contributed to a household's homelessness can best be addressed once they are housed
- People who are homeless or on the verge of homelessness should be returned to or stabilized in permanent housing as quickly as possible without preconditions of treatment acceptance or compliance for issues such as mental health and substance use
- The service provider working with the individual should connect the client to robust resources necessary to sustain that housing, and participation is achieved through assertive engagement, not coercion

All projects are required to utilize a Housing First approach in their program design by incorporating the above principles, reducing barriers to client eligibility and program admission (especially as it relates to mental health, substance use, and “housing readiness” requirements), and to the extent possible, providing and documenting assertive service engagement with clients instead of implementing a program discharge. Projects may not require participants to be sober or seek mental health treatment as a condition of housing and/or services.

Programs receiving funding through the NOFA will be monitored for compliance with Housing First requirements and may be asked to modify their program policies and procedures as a condition of funding.

Each funding applicant must sign the Housing First Agreement in the application packet to be considered for funding.

3. Fair Housing Compliance

All shelter and housing programs funded through this RFP must be compliant with federal, state, and local laws in the delivery of their services and housing projects, which include ensuring equal opportunity and access to housing for protected class statuses. Programs will be monitored for compliance with fair housing laws, and if found in violation, MOHS may give corrective action up to and including termination of funds. MOHS reserves the right to require sub-recipients to change program policies or requirements that may unnecessarily limit access to housing.

Each funding applicant must sign the Fair Housing Agreement in the application packet to be considered for funding.

4. HMIS Participation

The Homeless Management Information System (HMIS) is used by the City of Baltimore Continuum of Care to track client services, program outcomes, and city-wide data on homelessness. Use of an HMIS system is required by the Department of Housing and Urban Development (HUD), and HMIS data is used by service providers and the City of Baltimore to measure system and project-level performance, coordinate service delivery, verify client eligibility for services, and fulfill reporting requirements for a variety of funders, including the federal government, state government, and philanthropic partners. The HMIS is used by more than 40 organizations which provide homeless services at more than 140 programs in the City.

The selected provider must agree to participate in the HMIS system, have staff complete all required HMIS trainings, and ensure that data entry into HMIS meets quality standards set by MOHS. Data entry is mandatory and includes, but is not limited to, conducting an intake assessment with each client, completing bed check-ins, and conducting an exit assessment with each client when they stop accessing services.

For more information about HMIS program requirements, please see: <https://human-services.baltimorecity.gov/homeless-services/hmis>.

6. HUD Continuum of Care Program Regulations

This project must follow all [laws, regulations, and notices issued by HUD](#) that are applicable to the Continuum of Care Program. This includes the requirement to participate in HMIS.

7. Performance Standards

The Journey Home adopted revised performance metrics in 2016 to measure progress towards making homelessness rare and brief at both the system level and project level. The metrics align with the performance metrics released by HUD and other common performance indicators used by Continuums of Care. The project-level metrics allow the Continuum of Care to ensure the highest performing projects are funded to provide housing and services, identify areas of strength, and areas for improvement. All CoC-funded projects will be required to report on the metrics and are subject to the performance standards adopted by the CoC.

8. Local Hiring

All contracts that exceed \$300,000 are subject to the City's Local Hiring requirements as established in Article 5, Subtitle 27 of the Baltimore City Code. This Code requires that the selected organization (should the project meet the contracting threshold) work with the Mayor's Office of Employment Development (MOED) to review the staffing needs created by the project.

The selected organization will need to:

- Meet with MOED within 2 weeks after contract execution to complete an Employment Analysis
- Post new jobs created by the project with MOED for seven days
- Utilize MOED's City resident recruitment services for new hires
- Meet the goal: 51% of all new hires for City funded contracts must be City residents
- Submit monthly employment reports with information on the number of current workers, new workers, and the number of Baltimore City residents working on the project.

More information on Local Hiring requirements is available at <https://moed.baltimorecity.gov/employer-services/hiring-strategies-local>.

9. Required Insurance Coverage

The selected organization must currently carry or be willing to obtain the following insurance coverage as part of the project:

- Professional Liability Errors, and Omissions Insurance (minimum \$1 million policy)
- Worker's Compensation Coverage
- General Commercial Liability Insurance (minimum \$1 million policy)
- Business Automobile Liability Insurance (minimum \$1 million policy)
- Fidelity Coverage
- Cyber Liability Insurance (minimum \$1 million policy)

DEVELOPING A PROJECT BUDGET

New Projects

Under the Continuum of Care Program, new projects can request funding in up to 6 categories, dependent on project type:

	Leasing	Rental Assistance	Supportive Services	Operations	HMIS	Admin
	*Facility or units *Lease between service provider and unit owner *Client is sublessee of service provider *Responsible for 100% of rent costs and damages, even if client doesn't pay rent *Service provider must pay for vacancies	*Apartments, houses, facilities *Lease between client and housing owner (sole tenancy) *Written rental assistance agreement between housing owner and service provider *Client pays portion of rent according to 24 CFR 578.77. Service provider pays remaining portion of rent (not responsible for client portion of rent) *Service provider cannot make rental assistance payments on a vacant unit except as provided in 24 CFR 578.51(i)	*Includes wide range of services such as case management, assistance with moving costs, client assistance, treatment, food, and counseling. <i>*New projects must limit supportive services to no more than 30% of the requested funds</i>	Costs for housing units: *Property Taxes/Insurance *Maintenance and repair *Security *Utilities *Furniture and equipment *Cannot be requested if project is using rental assistance funds in same structure	*Staffing and equipment costs to meet the regulatory requirements for participation in HMIS	*Each new CoC grant includes 10% admin. Half of the admin goes to the project and half goes to MOHS *Admin includes management, monitoring, environmental review, etc. Does not include staff or overhead directly related to activities—that is under the other categories
Permanent Supportive Housing (Site-Based)	✓	✓	✓	✓	✓	✓
Permanent Supportive Housing (Scattered-Site)		✓	✓		✓	✓
Rapid Re-Housing		✓	✓		✓	✓
Joint TH-RRH		✓	✓	✓	✓	✓
Supportive Services Only – Coordinated Access			✓		✓	✓

For more information about the differences between leasing and rental assistance under the CoC Program, refer to the [HUD website](#). For more information about eligible costs under the CoC Program, review this [Introductory Guide](#) from HUD.

Renewal Projects

When completing the budget template, renewal projects must ensure that the configuration of units and total in each cost category (leasing, rental assistance, etc) are the same as the pre-approved amounts on the FY2019 Grants Inventory Worksheet (GIW). The final GIW has been posted to the MOHS-HSP website.

MATCH AND LEVERAGING REQUIREMENTS

Match refers to actual cash or in-kind resources contributed to the grant. All costs paid for with matching funds must be for activities that are eligible under the CoC Program, even if the recipient is not receiving CoC Program grant funds for that activity. All grant funds must be matched with an amount no less than 25% of the awarded grant amount (excluding the amount awarded to the leasing budget line item) with cash or in-kind resources. Match resources may be from public (not statutorily prohibited by the funding agency from being used as a match) or private resources.

To determine the amount of match required for your project, develop a proposed budget for the funds you will be requesting through the CoC Program. Subtract the amount requested for leasing and multiply the new total by 25%. This is the amount of match required.

Match Calculation Examples	
Without Leasing	With Leasing
<p>Total amount requested from HUD (without leasing):</p> <ul style="list-style-type: none"> Rental Assistance funding = \$80,000 Supportive Services funding = \$13,000 Project Administration funding (7%) = \$7,000 Total amount requested = \$100,000 <p>Total amount requested from HUD x .25 = Minimum Match Requirement</p> <p style="text-align: center;">$\\$100,000 \times .25 = \\$25,000$</p>	<p>Total amount requested from HUD (with leasing):</p> <ul style="list-style-type: none"> Leasing funding = \$70,000 Supportive Services funding = \$23,000 Project Administration funding (7%) = \$7,000 Total amount requested = \$100,000 <p>Total amount requested from HUD, excluding amount requested for leasing</p> <p style="text-align: center;">$\\$100,000 - \\$70,000 = \\$30,000$</p> <p>Total amount minus leasing x .25 = Minimum Match Requirement</p> <p style="text-align: center;">$\\$30,000 \times .25 = \\$15,000$</p>

Eligible Costs for Match

All match contributions (cash or in-kind) in the CoC Program must be for eligible activities/costs per Subpart D of the CoC Program Interim rule, regardless of whether the activities/costs are included in the HUD-approved project budget. The eligible categories of match are as follows:

Supportive Services:

1. Assessment of Service Needs
2. Assistance with Moving Costs
3. Case Management
4. Child Care
5. Education Services
6. Employment Assistance
7. Food
8. Housing/Counseling Services
9. Legal Services
10. Life Skills
11. Mental Health Services
12. Outpatient Health Services
13. Outreach Services
14. Substance Abuse Treatment Services
15. Transportation
16. Utility Deposits
17. Operating Costs (SSO Projects ONLY)

Operating

1. Maintenance/Repair
2. Property Taxes and Insurance
3. Replacement Reserve
4. Building Security
5. Electricity, Gas, and Water
6. Furniture
7. Equipment (lease, buy)

Documentation of Match

Documentation of match must be submitted with the project's application according to the specifications in the following table. In the Appendix of this document, you will find templates of cash and in-kind match letters and MOUs. Please refer to these as you develop the match documentation for your application.

Match Type	Description	Documentation
Cash Match	<p>The service provider may use cash funds from any source, including other federal sources (excluding CoC Program funds), as well as state, local and private sources, provided that funds from the source are not statutorily prohibited to be used as match. The service provider must ensure that any funds used to satisfy the matching requirement are expended for eligible line items in the approved budget.</p> <p>Programs may also count program income as cash match.</p> <p>In general, program participant mainstream benefits are not considered match in the CoC Program because the benefits are not committed to the recipient/sub-recipient for the activities funded through the project. Instead, benefits are provided to the program participant and are based on program participant eligibility for that program.</p>	<p>When the source is cash, written documentation must be provided on the source agency's letterhead, signed and dated by an authorized representative, and, at a minimum, should include the following:</p> <ol style="list-style-type: none"> 1. Amount of cash to be provided to the recipient for the project; 2. Specific date the cash will be made available; 3. The actual grant and fiscal year to which the cash match will be contributed; 4. Time period during which funding will be available; and 5. Allowable activities to be funded by the cash match.
In-Kind	<p>In-kind contributions include the value of real property, equipment, goods, or services contributed to the program as match, provided that <i>if</i> the sub-recipient had to pay for them with grant funds, the costs would satisfy the matching requirement for eligible line items in the <u>approved</u> budget.</p> <p>In general, program participant mainstream benefits are not considered match in the CoC Program because the benefits are not committed to the recipient/sub-recipient for the activities funded through the project. Instead, benefits are provided to the program participant and are based</p>	<p>Goods/Equipment</p> <p>When the source of match is in-kind goods and/or equipment, written documentation must conform to the OMB Circular requirements in 24 CFR Parts 84 and 85 and the standards described below.</p> <p>Written documentation of the donation of in-kind goods and/or equipment must be provided on the source agency's letterhead, signed and dated by an authorized representative of the source agency, and must, at a minimum, include the following:</p> <ol style="list-style-type: none"> 1. Value of donated goods to be provided to the recipient for the project; 2. Specific date the goods will be made available; 3. The actual grant and fiscal year to which the match will be contributed; 4. Time period during which the donation will be available; 5. Allowable activities to be provided by the donation; and

Match Type	Description	Documentation
In-Kind Continued	on program participant eligibility for that program.	<p>6. Value of commitments of land, buildings, and equipment—the value of these items are one-time only and cannot be claimed by more than one project or by the same project in another year.</p> <p>Services</p> <p>Documentation of in-kind service match requires a different approach than documentation of in-kind goods and equipment. The sub-recipient must enter into a formal memorandum of understanding (MOU) with the agency providing the in-kind service(s) and must establish a system to document the actual value of services provided during the term of the grant.</p> <p>In order to execute awards in a timely fashion, renewal project applicants <u>must submit completed MOUs with their project application</u>. The match letters and MOUs are now uploaded into the HUD database with the NOFA submission.</p> <p>New projects may use a letter from the partner agency to document the commitment to provide the in-kind service in advance of executing a formal MOU, for instance, if the sub-recipient opts to wait to execute an MOU upon receipt of notification of award from HUD. However, it is preferred that new project applicants also submit completed MOUs with their project application if possible.</p> <p>A memorandum of understanding is <u>not required</u> for the documentation of cash match or in-kind goods and equipment commitments from CoC Program recipients/sub-recipients. Instead, the agency should obtain match letters, following the included example template.</p> <p>(See next page for full MOU requirements)</p>

At a minimum, a memorandum of understanding for in-kind services match in the CoC Program must include the following:

- a. Agency Information
 - i. Recipient's and/or sub-recipient's identifying information with point(s) of contact
 - ii. Service provider's identifying information with point(s) of contact
- b. Unconditional commitment of third party to provide service
- c. Description of services to be provided (an illustrative list)
- d. Scope of Services to be provided and by whom
 - i. Specific contract to be matched
 - ii. Length of time services provided/term of contract
 - iii. Point in time number of clients receiving service
 - iv. Total clients receiving service over grant term
 - v. Qualification of persons providing service
 - vi. Estimated value of services provided (such as hourly rate)
- e. Documentation of Services Match
 - i. Documentation requirements and responsibilities of service provider and recipient (this includes recordkeeping and reporting requirements in the OMB Circulars and CoC Program interim rule)
 - ii. Timeliness standards of service provider and recipient
- f. Signatures of the authorized representatives of the CoC Program sub-recipient and the third party service provider are required on the MOU.

Renewal and new project applicants should review a variety of best practices and tools to assist them in preparing their applications for funding and improving their outcomes. The following information gives a brief overview of housing models and best practices.

Permanent Supportive Housing (PSH)

Supportive housing is an evidence-based housing intervention that combines non-time-limited affordable housing assistance with wrap-around supportive services for people experiencing homelessness, as well as other people with disabilities.

Research has proven that supportive housing is a cost-effective solution to homelessness, particularly for people experiencing chronic homelessness. Study after study has shown that supportive housing not only resolves homelessness and increases housing stability, but also improves health and lowers public costs by reducing the use of publicly-funded crisis services, including shelters, hospitals, psychiatric centers, jails, and prisons.

Supportive housing links decent, safe, affordable, community-based housing with flexible, voluntary support services designed to help the individual or family stay housed and live a more productive life in the community. It looks and functions much like any other brand of housing. People living in supportive housing have a private and secure place to make their home, just like other members of the community, with the same rights and responsibilities. The difference is that they can access, at their option, services designed to build independent living and tenancy skills, assistance with integrating into the community, and connections to community-based health care, treatment, and employment services.

There is no time limitation, and tenants may live in their homes as long as they meet the basic obligations of tenancy. While participation in services is encouraged, it is not a condition of living in the housing. Housing affordability is ensured either through a rent subsidy or by setting rents at affordable levels.

There is no single model for supportive housing's design. Supportive housing may involve the renovation or construction of new housing, set-asides of apartments within privately-owned buildings, or leasing of individual apartments dispersed throughout an area. There are three approaches to operating and providing supportive housing:

- *Purpose-built or single-site housing:* Apartment buildings designed to primarily serve tenants who are formerly homeless or who have service needs, with the support services typically available on site.
- *Scattered-site housing:* People who are no longer experiencing homelessness lease apartments in private market or general affordable housing apartment buildings using rental subsidies. They can receive services from staff that can visit them in their homes as well as provide services in other settings.
- *Unit set-asides:* Affordable housing owners agree to lease a designated number or set of apartments to tenants who have exited homelessness or who have service needs, and partner with supportive services providers to offer assistance to tenants.

PSH Best Practices

- Corporation for Supportive Housing – [Supportive Housing Quality Toolkit](#)
- U.S. Interagency Council on Homelessness - [Implementing Housing First in Permanent Supportive Housing](#)
- HUD - [Recovery Housing Policy Brief](#)
- SAMSHA - [Permanent Supportive Housing Evidence-Based Practices](#)
- Corporation for Supportive Housing – [Best Practices for Serving Unaccompanied Youth in Non-Time-Limited Supportive Housing](#)

Rapid Re-Housing (RRH)

Rapid re-housing is an intervention designed to help individuals and families quickly exit homelessness and return to permanent housing. Rapid re-housing assistance is offered without preconditions — like employment, income, absence of criminal record, or sobriety — and the resources and services provided are tailored to the unique needs of the household. Rapid re-housing has the following core components:

Housing Identification

- Recruit landlords to provide housing opportunities for individuals and families experiencing homelessness.
- Address potential barriers to landlord participation such as concern about short term nature of rental assistance and tenant qualifications.
- Assist households to find and secure appropriate rental housing.

Rent and Move-In Assistance

- Provide assistance to cover move-in costs, deposits, and the rental and/or utility assistance (typically six months or less) necessary to allow individuals and families to move immediately out of homelessness and to stabilize in permanent housing.

Rapid Re-Housing Case Management and Services

- Help individuals and families experiencing homelessness identify and select among various permanent housing options based on their unique needs, preferences, and financial resources.
- Help individuals and families experiencing homelessness address issues that may impede access to housing (such as credit history, arrears, and legal issues).
- Help individuals and families negotiate manageable and appropriate lease agreements with landlords.
- Make appropriate and time-limited services and supports available to families and individuals to allow them to stabilize quickly in permanent housing.
- Monitor participants' housing stability and be available to resolve crises, at a minimum during the time rapid re-housing assistance is provided.
- Provide or assist the household with connections to resources that help them improve their safety and well-being and achieve their long-term goals. This includes providing or ensuring that the household has access to resources related to benefits, employment, and community-based services (if needed and appropriate), so that they can sustain rent payments independently when rental assistance ends.
- Ensure that services provided are client-directed, respectful of individuals' right to self-determination, and voluntary. Unless basic program-related case management is required by

statute or regulation, participation in services should not be required to receive rapid re-housing assistance.

RRH Best Practices

- U.S. Interagency Council on Homelessness - [Webinar: Core Principles of Housing First and Rapid Re-Housing](#)
- HUD – [Rapid Re-Housing Models for Unaccompanied Youth](#)
- National Alliance to End Homelessness – [Rapid Re-Housing Performance Standards and Benchmarks](#)

Joint Transitional Housing and Rapid Re-Housing (Joint TH-RRH)

Joint transitional housing and rapid re-housing combines two existing program components –transitional housing and permanent housing –rapid rehousing in a single project to serve individuals and families experiencing homelessness. Joint projects are intended to provide a safe place for people to stay with financial assistance and wrap around supportive services that assist participants to move to permanent housing as quickly as possible. Stays in the transitional housing or crisis housing should be brief and without preconditions, and participants should quickly move to permanent housing without preconditions. Joint projects can help address several needs within communities that have that the following challenges:

- Large numbers of people living in unsheltered locations, including encampments
- Lack of safe crisis housing for people fleeing domestic violence
- High rates of unsheltered youth

Joint projects must be able to provide both units supported by the transitional housing component and the tenant-based rental assistance and services provided through the rapid re-housing component to all participants. Projects are required to provide both components to participants; however participants may choose to receive only the transitional housing unit, or the assistance provided through the rapid re-housing component

Joint projects at minimum should incorporate the following core components:

- Target and prioritize individuals and families experiencing homelessness with higher needs and who are the most vulnerable.
- Housing first approach with client-driven service models to assist participants to move to permanent housing as quickly as possible. Participants cannot be required to participate in treatment or services to receive assistance.
- Low-barriers to entry to accommodate people with possessions, partners, pets, and or other needs.
- Incorporate client-choice by assisting participants move to permanent housing based on unique strengths, needs, preferences, and financial resources. To include allowing participants to choose when they are ready to exit crisis housing portion of the project and move to permanent housing.
- Provide participants to resources that help them improve their safety and well-being to achieve their goals.

Joint TH-RRH Best Practices

- HUD – [The New Joint Transitional Housing and Rapid Re-Housing Component](#)
- Safe Housing Partnership – [Joint Transitional Housing and Permanent Housing – Rapid Re-housing component Project for Domestic Violence Survivors](#)

- National Alliance to End Homelessness – [The Joint Component is for Homeless Youth, Too](#)

Supportive Services Only – Coordinated Access (SSO-CA)

Supportive services only – coordinated access project is to develop or operate a centralized or coordinated assessment system. SSO-CA projects are to implement policies, procedures, and practices that equip the CoC's coordinated access to better meet the needs of homeless individuals and families, including unaccompanied youth, coming directly from the streets or emergency shelter, or persons fleeing domestic violence situations.

Supportive Services Only – Coordinated Access projects at minimum should incorporate the following core components:

- Navigation and support services to matched participants to ensure move to permanent housing.
- Coordination and outreach services to participants and housing providers
- HMIS utilization for coordinated access

Supportive Services Only – Coordinated Access (SSO-CA) Best Practices

- U.S. Interagency Council on Homelessness – [Enhancing Coordinated Entry through Partnerships with Mainstream Resources](#)
- HUD – [Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System](#)

REQUIRED APPLICATION FORMS

CONFLICT OF INTEREST AND LIMITS TO PRIMARY RELIGIOUS ORGANIZATIONS

Conflict of Interest

Applicants must avoid any conflict of interest in carrying out activities funded by City, State, and Federal grant dollars, such as the Consolidated Funding Application. Generally, this means that a person who is an employee, otherwise in a decision-making position, or has information about decisions made by the organization (such as an agent, consultant, volunteer, Board member, officer or elected or appointed official of the grantee or recipient) may not obtain a personal or financial interest or benefit from the organization's activity, including through contracts, subcontracts, or agreements. This exclusion continues during the employee's tenure and for one year following employment.

As part of general guidelines for the procurement of goods and services using Federal funding (such as CoC), organizations are required to have a "code of conduct" or "conflict of interest" policy in place that prohibits employees, officers, agents, or volunteers of the organization from participating in the decision-making process related to procurement if that person, or that person's family, partner, or any organization employing any of the above has a direct financial interest or benefit from that procurement. In addition, these persons may not accept any gratuity, favors, or anything of monetary value from a contractor, consultant, or other entity whose services are procured for the organization. Organizations should develop standards for avoiding such apparent or potential conflicts. Such standards must include written policy that is part of the employee policies. Employees, board members and volunteers are required to sign a statement indicating that they have read the policy and will comply.

Limits on Funding to Primary Religious Organizations

In order to uphold the basic provisions of separation of church and state, a number of conditions apply to the provisions of CoC funding to organizations that are primarily religious in nature. These provisions generally require that when funded under the CoC program, the religious organization will provide services in a way that is free from religious influences and in accordance with the following principals:

- The organization will not discriminate against any employee or applicant for employment on the basis of religion, and will not limit employment or give preference in employment on the basis or religion.
- The organization will not discriminate against, limit services provided to, or give preference to any person obtaining shelter, other service(s) offered by the project, or any eligible activity permissible under the CoC program on the basis of religion and will not limit such service provision or give preference to persons on the basis of religion.
- The organization will not provide religious instruction, counseling, religious services, worship (not including voluntary nondenominational prayer before meetings), engage in religious proselytizing, or exert other religious influences in the provision of shelter or other eligible CoC activities.

Requiring that a program participant attend religious services or meetings as a condition of receiving other social services at the organization (such as shelter or a meal) is not allowed under this provision. Allowing participant to choose to take part in services or meeting offered by the organization as they wish, separate from the CoC-funded activities provided, is allowable.

CONFLICT OF INTEREST QUESTIONNAIRE

1. Are there any member(s) of the applicant's staff or any member(s) of the applicant's Board of Directors or governing body who currently is/are or has/have been within one year of the date of this application a City employee or consultant, or a member of the City Council?

Yes ☐ No ☐ If yes, please list the names(s) below:

_____	_____
_____	_____

2. Will the funds requested by the applicant be used to award a subcontract to any individual(s) or business affiliate(s) who currently is/are or has/have been within one year of the date of this application a City employee, consultant, or a member of the City Council?

Yes ☐ No ☐ If yes, please list the name(s) below:

_____	_____
_____	_____

3. Is/are there any member(s) of the applicant's staff or member(s) of the applicant's Board of Directors or other governing body who are business partners or family members of a City employee, consultant, or a member of the City Council?

Yes ☐ No ☐ If yes, please list the name(s) below:

_____	_____
_____	_____

If you have answered "YES" to any of the above, a disclosure notice must be submitted to the Mayor's Office of Human Services to determine whether a real or apparent conflict of interest exists.

Name of Agency: _____

Name of Applicant's Authorized Representative: _____

Authorized Representative's Title: _____

Signature of Authorized Representative: _____

Fair Housing Policy & Statement of Agreement

It is imperative that all programs tailor their program to comply with all federal, state and local laws dealing with Fair Housing. The Mayor's Office of Homeless Services (MOHS) complies with these laws as applicable, and wishes to underscore the importance of bringing all programs into compliance. All programs funded by MOHS must comply with these regulations:

The Fair Housing Act of 1968 ensures equal access to housing and guarantees equal opportunity without regard for race, color, national origin, religion, sex, familial status (including children under the age of 18 living with parents or legal custodians, pregnant women, and people securing custody of children under the age of 18), or disability.

The City of Baltimore ensures protected class status regardless of race, color, religion, national origin, ancestry, sex, marital status, physical or mental disability, sexual orientation, gender identity and gender expression.

The Age Discrimination Act of 1975 ensures that persons cannot, on the basis of age, be excluded from participation, be denied the benefits of, or be subjected to discrimination under, any program or activity receiving Federal financial assistance.

Section 504 of the Rehabilitation Act prohibits discrimination as it applies to service availability, accessibility, delivery, employment, and the administrative activities and responsibilities of organizations receiving Federal financial assistance. A recipient of Federal financial assistance may not, on the basis of disability:

- Deny qualified individuals the opportunity to participate in or benefit from federally funded programs, services, or other benefits.
- Deny access to programs, services, benefits or opportunities to participate as a result of physical barriers.
- Deny employment opportunities, including hiring, promotion, training, and fringe benefits, for which they are otherwise entitled or qualified

The Equal Access Rule requires equal access to HUD programs without regard to a person's actual or perceived sexual orientation, gender identity, or marital status.

A program that is not currently in compliance with these guidelines must present a clear timeline demonstrating how their agency is actively engaged in a process to correct their adherence to these regulations. An agency that substantiates such a timeline for corrective action may be issued a performance-based contract that may be terminated within 6 months if compliance or satisfactory progress toward compliance is not met.

MOHS reserves the right to impose additional requirements and conditions on projects to ensure that all programs and services are easily accessible to clients, reduce barriers to housing whenever possible, and do not unnecessarily screen out potential participants.

The purpose of this Notice and requirement is that it be signed ONLY when Fair Housing Law as applicable. Nothing in this Notice shall be read, in any way, to suggest that other federal, state or local laws are not applicable to any program funded under this RFP.

Statement of Agreement

By signing this policy, I _____ (Authorized Representative), as the authorized representative for _____(Project), agree that our project will comply with the stated regulations and laws in the delivery of services provided to clients. I understand that if the project is found to be in non-compliance with these regulations, that the Mayor's Office of Human Services will take corrective action up to and including termination of funding.

Name of Agency: _____

Name of Applicant's Authorized Representative: _____

Authorized Representative's Title: _____

Signature of Authorized Representative: _____

Housing First Agreement

Housing First is an approach that offers permanent, affordable housing as quickly as possible for individuals and families experiencing homelessness, and then provides the supportive services and connections to the community-based supports people need to keep their housing and avoid returning to homelessness.

The Housing First approach is rooted in these basic principles:

- Homelessness is first and foremost a housing problem and should be treated as such
- Housing is a right to which all are entitled
- Issues that may have contributed to a household's homelessness can best be addressed once they are housed
- People who are homeless or on the verge of homelessness should be returned to or stabilized in permanent housing as quickly as possible without preconditions of treatment acceptance or compliance for issues such as mental health and substance use
- The service provider working with the individual should connect the client to robust resources necessary to sustain that housing, and participation is achieved through assertive engagement, not coercion

To be considered "Housing First," the program must meet the following minimum expectations:

1. **The program must focus on quickly moving residents to permanent housing**
2. **The program may not screen out clients for:**
 - Having too little or no income
 - Active or history of substance abuse
 - Having a criminal record
 - History of domestic violence (e.g. lack of a protective order, period of separation from abuser, or law enforcement involvement)
3. **The program may not terminate clients for:**
 - Failure to participate in supportive services
 - Failure to make progress on a service plan
 - Loss of income or failure to improve income
 - Being a victim of domestic violence

By completing and signing this agreement, I _____ (full name), as the authorized representative for _____ (project), agree that our project will utilize a housing first approach for this grant. I understand that if the project is found to be in non-compliance with housing first, that the Mayor's Office of Homeless Services will take corrective action up to and including termination of funding.

Name of Agency: _____

Name of Applicant's Authorized Representative: _____

Authorized Representative's Title: _____

Signature of Authorized Representative: _____

SAMPLE MATCH LETTERS & MOU

AGENCY LETTERHEAD CASH MATCH SAMPLE

XX, 2019

Jerrienne Anthony
Director
Mayor's Office of Homeless Services
7 E. Redwood Street, 5th fl.
Baltimore, Maryland 21202

RE: Agency Name – Cash Match Letter
XYZ Project – Grant Number
Fiscal Year 2019

Dear Ms. Anthony;

I am writing to you regarding (agency name)'s renewal application for its' Continuum of Care Program grant for (project name).

Please let this letter serve as our commitment to provide cash match in the amount of \$_____ for supportive services. This cash match will be available starting (date) for the grant period, (date) through (date).

This cash match will be used to provide (description of services).

Thank you for your continued support of this project.

Sincerely,

Agency Head
Title

**Memorandum of Understanding
Continuum of Care Program
In-Kind Services Match**

This Memorandum of Understanding (MOU) is entered into by [GRANT RECIPIENT/SUBRECIPIENT] and [THIRD PARTY SERVICE PROVIDER]. The purpose of this MOU is to set forth the services to be provided by [THIRD PARTY SERVICE PROVIDER], the value of which will be used to satisfy the match requirement of the U.S. Department of Housing and Urban Development's Continuum of Care (CoC) Program.

As a match to [CONTRACT NUMBER], [THIRD PARTY SERVICE PROVIDER] unconditionally commits, except for the award of the grant, to provide the following services to [GRANT RECIPIENT/SUBRECIPIENT]: [LIST OF SERVICES]. The value of the services is \$_____ per year, based upon _____ hours at a rate of \$_____ per hour. The services will be available beginning [DATE PROJECT TO BEGIN] through [DATE PROJECT TO END] ("Services Term"). The services will be provided by [NAME OF PERSON(S) TO PROVIDES SERVICES], who [PROVIDE EXPLANATION OF QUALITICATION OF PERSON(S)]. The services will be received by the following number of program participants: _____ point in time and _____ total over the grant term.

During the Services Term, [GRANT RECIPIENT/SUBRECIPIENT] and [THIRD PARTY SERVICE PROVIDER] agree to maintain and make available for inspection records documenting the hours of service provided in order to fulfill recordkeeping requirements of the CoC Program. A request for such documentation or inspection must be provided in a timely manner.

[GRANT RECIPIENT/SUBRECIPIENT]'s address is _____,
phone number is _____, and point of contact is _____.

[THIRD PARTY SERVICE PROVIDER]'s address is _____, phone
number is _____, and point of contact is
_____.

[GRANT RECIPIENT/SUBRECIPIENT]

By: _____

Name: _____

Title: _____

Date: _____

[THIRD PARTY SERVICE PROVIDER]

By: _____

Name: _____

Title: _____

Date: _____