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**2021 HUD CONTINUUM OF CARE NOFO**

**Local Competition Guidelines**

**Baltimore City Continuum of Care**

**Local Competition Guidelines Release Date: Friday, September 3, 2021**

**Final Project Application Release Date:** **Friday, September 3, 2021**

**All Project Applications Due: Tuesday, October 5, 2021 at 5pm**

**OVERVIEW**

Each year, the U.S. Department of Housing and Urban Development (HUD) releases the Continuum of Care (CoC) Program Notice of Funding Opportunity (NOFO), which provides over $24 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 NOFO and available HUD resources at the [HUD website](https://www.hudexchange.info/programs/e-snaps/fy-2021-coc-program-nofa-coc-program-competition/). You can find additional resources on the [United States Interagency Council on Homelessness website](https://www.usich.gov/news/hud-announces-homeless-services-organizations) as well as the [National Alliance to End Homelessness](https://endhomelessness.org/taking-stock-of-your-system-2021-notice-of-funding-opportunity/) website to help support your application.

**Designated NOFO Entities**

On December 3, 2019, the Continuum of Care board approved an updated [governance charter and bylaws](https://journeyhome.wpengine.com/wp-content/uploads/2021/08/CharterBylaws-2020-FINAL.pdf) that outlines the roles and responsibilities for the local NOFO process. The amendments to that version were approved by the Continuum of Care membership body on December 10, 2020. The Continuum of Care Board did not make any changes to the CoC governance charter and bylaws in 2020 due to the COVID-19 pandemic. A formal Collaborative Applicant Review has been in place, and the Board will conduct an annual review of the governance charter and bylaws in 2021. The Resource Allocation Committee (RAC) oversees the development of the local NOFO 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 (NOFO), 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 NOFO submission
* Approve final submission for the annual CoC application to HUD

As the Collaborative Applicant, The Mayor’s Office of Homeless Services (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](https://homeless.baltimorecity.gov/grant-opportunities) and sent to the CoC email listserv. CoC listserv subscription is available [here](http://baltimorecity.us3.list-manage.com/subscribe?u=88a2b21d5f027193121a55d08&id=ef19d34dfa).

| **2021 CoC NOFO Timeline**  **(all dates are tentative and subject to change)** | |
| --- | --- |
| **May 25, 2021** | **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, 3 2021** | **Continuum of Care Board – Vote to Approve Project Reallocation, Scoring, and Ranking Policies**  The CoC board voted to approve the CoC NOFO guidelines as recommended by the Resource Allocation Committee. |
| **August 18, 2021** | **HUD Continuum of Care NOFO Released** |
| **September 1, 2021** | **Resource Allocation Committee Meeting**  The Resource Allocation Committee met to review the CoC NOFO Competition process and prepare for the review of individual project performance in September. |
| **September 3, 2021** | **Local Competition Procedures Published**   1. Local Timeline and Competition Guidance Released 2. New and Renewal Project Applications Released   The materials posted to the MOHS website and sent to the CoC mailing list. |
| **September 16, 2021 from 11:30am – 1:00pm on GoToWebinar** | **NOFO Bidder’s Conference**  This webinar is designed for service providers applying for renewal or new project funding in the local FY 2021 Continuum of Care Program Competition.  [Register for the Bidder’s Conference Here](https://attendee.gotowebinar.com/register/8944873855496330764)  The webinar will be recorded and posted to the MOHS website. |
| **September 17, 2021** | **NOFO FAQs Posted** [**Here**](https://homeless.baltimorecity.gov/grant-opportunities)  FAQs from the Bidder’s Conference will be posted to the MOHS website under the FY 21 CoC Competition under Grant Opportunities. Additionally, interested applicants can email [HSPApplications@baltimorecity.gov](mailto:HSPApplications@baltimorecity.gov) for additional technical questions about the local RFP and guidance. MOHS will post all questions to the website until September 28th. |
| **September 29, 2021** | **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. |
| **October 5, 2021 by 5:00 PM** | **DEADLINE: New and Renewal Project Applications Due by 5:00pm on Tuesday, October 5th.**  Projects must submit all required materials, including supporting documentation and match documentation to [HSPApplications@baltimorecity.gov](mailto:HSPApplications@baltimorecity.gov). |
| **October 15, 2021** | **Reallocation Notifications Issued to Renewal Projects indicating whether project is rejected or reduced.** |
| **October 20, 2021** | **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 [HSPApplications@baltimorecity.gov](mailto:HSPApplications@baltimorecity.gov). The letter must include the name of the project, grant number, and justification/reasoning supporting the appeal. |
| **October 20, 2021** | **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. |
| **October 29, 2021** | **Final Project Ranking Sent to CoC**  **New Project Applicants Notified of Acceptance/Rejection from Project Ranking** |
| **October 29, 2021** | **Draft CoC Application Sent to CoC for Input and Review** |
| **November 9, 2021** | **Resource Allocation Committee Meeting – Review and Approve Final NOFO Submission** |
| **November 10, 2021** | **Public Posting of Final Consolidated CoC Application** |
| **November 15, 2021** | **Final Consolidated CoC Application Submitted to HUD** |

**FY2021 AVAILABLE FUNDING**

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| --- | --- | --- |
| **FY2021 CoC NOFO Available Funding** | | |
| **Amount** | **Type** | **Description** |
| $24,131,740 | The Annual Renewal Demand (ARD) for Baltimore City | This is the base amount that CoC is eligible to apply for and includes the Youth Homelessness Demonstration Program funds. |
| $1,206,587 | Regular Bonus Project Funding Available | This is the maximum amount bonus funding CoC is eligible to apply for (does not include any reallocation) |
| $2,879,723 | Domestic Violence Bonus Project Funding Available | This is the maximum amount of domestic violence project bonus funding CoC is eligible to apply for |
| $723,952 | CoC Planning Grant Funds | This provides staffing support and funding for the Collaborative Applicant in addition to operations costs for HUD-required CoC activities. |
| **$**28,942,002 | **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.

**New Projects Created Through Reallocation or CoC Bonus Project Funding**

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. The funding available through reallocation will be shared by the CoC’s Resource Allocation Committee as it reviews all renewal projects using the CoC’s Reallocation Strategy. The funding available for new projects in Baltimore during the FY2021 competition is at least $1,206,587.

Eligible activities for reallocation or bonus projects include:

* Permanent housing – permanent supportive housing (PSH) projects
* Permanent housing - rapid rehousing (RRH) projects
* New Joint TH-RRH component projects that are a combination of short-term transitional housing with rapid rehousing assistance
* New Supportive Services Only - Coordinated Entry (SSO-CE) projects to develop or operate a centralized or coordinated assessment system.
* 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 FY2021 competition is $2,879,723.

Eligible activities for DV bonus projects include:

* Permanent Housing -Rapid re-housing (RRH) projects that will serve homeless individuals and families, including youth, fleeing domestic violence situations that demonstrate trauma-informed, victim-centered approaches.
* 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.

A CoC can only submit one project application for SSO Projects for Coordinated Entry, and therefore The CoC does not intend to apply for a new SSO-CE project under DV Bonus.

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 available, the CoC will only apply for new DV bonus projects rather than expansions of renewal projects.

**Expansion Project**

HUD will allow project applicants to apply for a new expansion project (see Section III.B.2.k of this NOFO) through reallocation, CoC Bonus, and DV Bonus processes to expand existing projects will increase the number of units, persons served, services provided to existing program participants, or to add additional activities to HMIS and SSO-Coordinated Entry projects. YHDP projects cannot use the expansion process.

Project applicants intending to submit new project applications for the purposes of expanding an eligible renewal in the CoC Program must indicate how the new project application will expand units, beds, services, persons served, or services provided to existing program participants, or in the case of HMIS or SSO-Coordinated Entry projects, how the current activities will be expanded for the CoC's geographic area; and ensure the funding request for the expansion grant is within the funding parameters allowed under reallocation, CoC Bonus, or DV Bonus available amounts.

Project applicants may expand an existing renewal project that is not currently dedicated to serving survivors of domestic violence, dating violence, sexual assault, or stalking that meet the definition of homeless (24 CFR 578.3) to dedicate additional beds, units, persons served, or services provided to existing program participants to this population.

To apply for an expansion grant, project applicants must submit separate renewal and new project applications, and both must be ranked by the CoC with unique rank numbers.

**Grant Consolidations**

Eligible renewal project applicants may have the ability to consolidate two or more eligible renewal projects (but no more than ten projects) into one project application during the application process, including YHDP. 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 the following projects to be consolidated:

* YHDP renewal project cannot consolidate with a non-YHDP project
* YHDP replacement project cannot consolidate
* Transitional housing and a permanent housing project to consolidate to form a Joint TH and PH-RRH component project
* Transition grants consolidating with any other project.

If you are interested in pursuing a grant consolidation, please notify [HSPApplications@baltimorecity.gov](mailto:HSPApplications@baltimorecity.gov).

**YHDP Renewal or Replacement**

The Consolidated Appropriations Act, 2021 permits the renewal or replacement of YHDP projects under the CoC Program; therefore, a renewing YHDP project may choose to replace its current program project with a new project which may include activities ineligible under the CoC Program, or portions of its current program design, to conduct activities that are ineligible with CoC Program funds provided the replacement project demonstrates it will directly address youth homelessness. If an eligible YHDP renewal project applicant wants to submit a YHDP replacement project application in lieu of submitting a renewal project application, it must include the grant number from the YHDP renewal project being replaced in the YHDP replacement project application.

If a renewing YHDP project chooses to replace some or all current activities, it must submit a YHDP replacement project application and it will be reviewed by HUD to ensure that the activities requested are eligible and do not exceed the ARA of the renewal project that is being replaced; however, the replacement YHDP project will not be rejected (unless a renewal YHDP project application has been submitted for the same project being replaced).

YHDP replacement projects may also choose to submit applications for the following special YHDP activities in addition to activities eligible under the CoC program. The following options would not meet CoC program requirements but may be used to carry out YHDP projects. The following activities, which are ineligible under the CoC Program, may also be included in a YHDP replacement project and award:

* Housing projects may have leases for a minimum term of 1 month under rental assistance budget line items.
* May use leasing, sponsor-based rental assistance, and project-based rental assistance in Rapid Rehousing projects.
* In addition to the eligible costs listed in 24 CFR 578.59(a), may use project administration funds to support costs associated with involving youth with lived experience in project implementation, execution, and improvement.
* May use project administrative funds to attend conferences and trainings that are not HUD-sponsored or HUD-approved, provided that the subject matter is relevant to youth homelessness.
* May employ youth who are receiving services, including housing, from the recipient organization. Recipients that utilize this special YHDP activity must maintain documentation that discloses the nature of work that the youth does, and that the youth is not in a position that creates a conflict of interest.
* May use habitability standards in 24 CFR 476.403(c) rather than Housing Quality Standards in 24 CFR 578.75 for short or medium term (up to 24 months) housing assistance. Recipients implementing this special YHDP activity must keep documentation of which standards are applied to the units and proof that the units complied with standards before assistance is provided for every unit funded.
* May provide moving expenses more than one-time to a program participant. (vii) Recipients may provide payments of up to $500 per month for families that provide housing under a host home and kinship care model in order to offset the increased costs associated with having youth housed in the unit.
* May be used for the following if they are necessary to assist program participants to obtain and maintain housing. Recipients and subrecipients must maintain records establishing how it was determined paying the costs was necessary for the program participant to obtain and retain housing and must also conduct an annual assessment of the needs of the program participants and adjust costs accordingly:
  + Security deposits for units in an amount not to exceed 2 months of rent.
  + The costs to pay for any damage to housing due to the action of a program participant, which may be paid while the youth continues to reside in the unit. The total costs paid for damage per program participant may not exceed the cost of two-months’ rent.
  + The costs of providing household cleaning supplies to clients.
  + Housing start-up expenses for program participants, including furniture, pots and pans, linens, toiletries, and other household goods, not to exceed $300 in value per program participant.
  + The one-time cost of purchasing a cellular phone and service for program participant use, provided access to a cellular phone is necessary to obtain or maintain housing and the costs of the phone and services are reasonable per 2 CFR 200.404.
  + The cost of internet in a program participant’s unit and the costs of the service is reasonable per 2 CFR 200.404.
  + Payment of rental arrears consisting of a one-time payment for up to 6 months of rent in arrears, including any late fees on those arrears.
  + Payment of utility arrears of up to 6 months per service.
  + Up to three months of utilities for a program participant, based on the utility costs schedule for the unit size and location.
  + In addition to transportation costs eligible in 24 CFR 578.53(e)(15), a recipient may pay gas and mileage costs for a program participant’s personal vehicle for trips to and from medical care, employment, childcare, or other services eligible under this section.
  + Legal fees, including court fees, bail bonds, and required courses and equipment.
  + Program participant’s past driving fines and fees that are blocking a young person from being able to obtain or renew a driver’s license and impacting their ability to obtain or maintain housing. Additionally, recipients may pay for program participants costs for insurance and registration for personal vehicles, if the personal vehicle is necessary to reach medical care, employment, childcare, or other services eligible under this section.
* May provide up to 36 months of Rapid Rehousing rental assistance to a program participant if the recipient demonstrates (1) the method it will use to determine which youth need rental assistance beyond 24 months and (2) the services and resources that will be offered to ensure youth are able to sustain their housing at the end of the 36 months of assistance.
* May continue providing supportive services to program participants for up to 24 months after the program participant exits homelessness, transitional housing or after the end of housing assistance if the recipient demonstrates: 1) the proposed length of extended services to be provided; 2) the method it will use to determine whether services are still necessary; and 3) how those services will result in self-sufficiency and ensure stable housing for the program participant.
* May continue providing supportive services to program participants for up to 36 months after the program participant exits homelessness, if the services are in connection with housing assistance, such as the Foster Youth to Independence initiative, or if the recipient can demonstrate that extended supportive services ensures continuity of case workers for program participants.
* Rental assistance may be combined with leasing or operating funds in the same building, provided that the recipient submits a project plan that includes safeguards to ensure that no part of the project would receive a double subsidy.
* May provide payments of up to $1000 per month for families that provide housing under a host home and kinship care model, provided that the recipient can show that the additional cost is necessary to recruit hosts to the program.

**FY2021 HUD PRIORITIES AND NATIONAL SCORING**

**Abo****ut the NOFO**

The NOFO 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.
* *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. YHDP renewal or replacement projects will not be ranked.

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. YHDP Projects will not fall under Tier 1 or Tier 2.

For FY2021, the tiers are as follows:

* + Tier 1: $22,501,405
  + Tier 2: $1,206,587
* *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 undergoing the competitive scoring process.

**Tier 2 Project S****coring (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 FY2021 competition is based on a 100-point scale and consists of the following.

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| --- | --- | --- |
| **Tier 2 Project Scoring Criteria** | | |
| **Max Points** | **Scoring Factor** | **HUD Calculation** |
| 50 Points | CoC Application Score | (% of available points received on CoC application) \* 50 |
| 40 Points | Ranking Order | **Total Points = 40 \* (1-x)**  *Where “x” equals:*  (the ratio of the 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 (as defined in Section III.B.2.o of the FY 2021 CoC Competition NOFA) | Up to 10 Points: PH (PSH and RRH) projects that apply Housing First and demonstrate that it is low barrier and prioritizes rapid placement and stabilization in permanent housing that does not have service participation requirements or preconditions (such as sobriety or a minimum income threshold).  Up to 10 Points: TH and SSO projects demonstrating low-barrier policies, prioritize rapid and stable PH placements, have no service participation requirements or preconditions to entry, and do not require preconditions for moving into the transitional housing (e.g., sobriety or minimum income threshold).  10 Points: HMIS & SSO projects for coordinated assessment system will automatically receive points. |
| **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:
   1. CoC Score. Up to 50 points in direct proportion to the score received on the CoC Application.
   2. 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.
   3. Quality of the Project Applicant. Up to 25 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 that follow housing first.
2. For SSO Projects for Coordinated Entry (SSO-CE):
   1. CoC Score. Up to 50 points in direct proportion to the score received on the CoC Application.
   2. 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.

Only one SSO-CE project can be submitted per CoC; however there is no limit on the number of PH-RRH and Joint TH and PH-RRH projects provided that each application is for at least $50,000. A project applicant may also apply to expand an existing renewal project, including one that was previously awarded with DV Bonus funding, in accordance with Section III.B.2.k of the FY 2021 CoC NOFO, however, only the new project application for the expansion will be considered for DV Bonus funds through this process.

DV Bonus funding may be used to expand an existing renewal project that is not dedicated to serving survivors of domestic violence, dating violence, sexual assault, or stalking who meet the definition of homeless in paragraph (4) of 24 CFR 578.3 so long as the DV Bonus funds for expansion are solely for additional units, beds, or services dedicated to persons eligible to be served with DV Bonus funding.

**HU****D POLICY PRIORITIES**

1. **Ending homelessness for all persons**. To end homelessness, CoCs should identify, engage, and effectively serve all persons experiencing homelessness. CoCs should measure their performance based on local data that consider the challenges faced by all subpopulations experiencing homelessness in the geographic area (e.g., veterans, youth, families, or those experiencing chronic homelessness). CoCs should partner with housing, health care, and supportive services providers to expand housing options, such as permanent supportive housing, housing subsidies, and rapid rehousing. Additionally, CoCs should use local data to determine the characteristics of individuals and families with the highest needs and longest experiences of homelessness to develop housing and supportive services tailored to their needs.
2. **Use a Housing First approach.** Housing First prioritizes rapid placement and stabilization in permanent housing and does not have service participation requirements or preconditions. CoC Program funded projects should help individuals and families move quickly into permanent housing, and the CoC should measure and help projects reduce the length of time people experience homelessness. Additionally, CoCs should engage landlords and property owners to identify an inventory of housing available for rapid rehousing and permanent supportive housing participants, remove barriers to entry, and adopt client-centered service methods. HUD encourages CoCs to assess how well Housing First approaches are being implemented in their communities.
   1. *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.
   2. *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.
   3. *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.
   4. *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.
3. **Reducing Unsheltered Homelessness**. In recent years, the number of people experiencing unsheltered homelessness has risen significantly, including a rising number of encampments in many communities across the country. People living unsheltered have extremely high rates of physical and mental illness and substance use disorders. CoCs should identify permanent housing options for people who are unsheltered.
4. **Improving System Performance**. CoCs should be using system performance measures (e.g., average length of homeless episodes, rates of return to homelessness, rates of exit to permanent housing destinations) to determine how effectively they are serving people experiencing homelessness. Additionally, CoCs should use their Coordinated Entry process to promote participant choice, coordinate homeless assistance and mainstream housing, and services to ensure people experiencing homelessness receive assistance quickly, and make homelessness assistance open, inclusive, and transparent. CoCs should review all projects eligible for renewal in FY 2021 to determine their effectiveness in serving people experiencing homelessness, including cost-effectiveness. CoCs should also look for opportunities to implement continuous quality improvement and other process improvement strategies. HUD recognizes the effects of COVID-19 on CoC performance and data quality and, compared to previous CoC NOFOs, reduces the points available for rating factors related to system performance. However, HUD plans to significantly increase the points available for system performance rating factors in the FY 2022 and subsequent CoC NOFOs
5. **Partnering with Housing, Health, and Service Agencies.** HUD will award up to 10 bonus points to CoCs that submit new permanent supportive housing and rapid rehousing project applications demonstrating coordination with housing providers and healthcare organizations. Using cost performance and outcome data, CoCs should improve how all available resources are utilized to end homelessness. This is especially important as the CARES Act and American Rescue Plan have provided significant new resources to help end homelessness. HUD encourages CoCs to maximize the use of mainstream and other community-based resources when serving persons experiencing homelessness and should:
   1. Work closely with public and private healthcare organizations and assist program participants to obtain medical insurance to address healthcare needs;
   2. Partner closely with Public Housing Authority (PHA) and state and local housing organizations to utilize coordinated entry, develop housing units, and provide housing subsidies to people experiencing homelessness. These partnerships can also help CoC Program participants exit permanent supportive housing through Housing Choice Vouchers and other available housing options. CoCs and PHAs should especially work together to implement targeted programs such as Emergency Housing Vouchers, HUD-VASH, Mainstream Vouchers, Family Unification Program Vouchers, and other housing voucher programs targeted to people experiencing homelessness. CoCs should coordinate with their state and local housing agencies on the utilization of new HOME program resources provided through the Homelessness Assistance and Supportive Services Program that was created through the American Rescue Plan;
   3. Partner with local workforce development centers to improve employment opportunities
6. **Racial Equity.** In nearly every community, Black, Indigenous, and other people of color are substantially overrepresented in the homeless population. HUD is emphasizing system and program changes to address racial equity within CoCs. CoCs should review local policies, procedures, and processes to determine where and how to address racial disparities affecting individuals and families experiencing homelessness.
7. **Persons with Lived Experience.** HUD is encouraging CoCs to include in the local planning process people who are currently experiencing or have formerly experienced homelessness to address homelessness. People with lived experience should determine how local policies may need to be revised and updated, participate in CoC meetings and committees as stakeholders, provide input on decisions, and provide input related to the local competition process (e.g., how rating factors are determined). CoCs should seek opportunities to hire people with lived experience.

**RENEWAL PROJECT REALLOCATION PROCESS**

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 FY2021, 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 NOFO 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 [HSApplications@baltimorecity.gov.](mailto:HSApplications@baltimorecity.gov.%20)  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.

**PROJECT RANKING PROCESS**

**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. Project applications for YHDP renewal or replacement and CoC planning will not be listed on the CoC Priority Listing in rank order. Performance and HMIS elements are heavily weighted measures used by HUD in determining the overall CoC score for the NOFO. 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 NOFO 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 CoC bonus, new projects through reallocation, and domestic violence bonus projects, will be ranked after the Resource Allocation Committee has evaluated all 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.

**Youth Homelessness Demonstration Program**The Youth Homelessness Demonstration Program (awarded in August of 2019) is eligible for renewal or replacement in the FY 2021 CoC Competition. As a demonstration program and first-time renewals HUD has indicated that YHDP projects will not be ranked and will not fall under Tier 1 or Tier 2 funding. As demonstration projects, these projects will be renewed to their full award and be listed based on the local priorities as follows:

1. Renewal or replacement of permanent supportive housing projects,
2. Renewal or replacement rapid re-housing projects,
3. Renewal or replacement transitional housing projects,
4. Renewal or replacement of Supportive services only (SSO) projects

**PROJECT ELIGIBILITY & APPLICATION PROCEDURES**

**Eligible Organizations**

* + - A Non-Profit 501(c)(3) tax-exempt organization or another city government agency
    - Applicants must be registered with https://www.sam.gov/SAM before submitting their application. In addition, Applicants must maintain an active SAM registration with current information while they have an active Federal award or an application or plan under consideration by HUD
    - DUNS Number Requirement. Applicants must provide a valid DUNS number, registered and active at https://www.sam.gov/SAM, in the application. DUNS numbers may be obtained for free from Dun & Bradstreet.
    - In Good Standing with the State of Maryland (certification of Good Standing can be obtained through the [Department of Taxation](http://www.dat.state.md.us) website.)
    - Must have two years of most recent Single Audit or independent financial audits that demonstrate the financial and management capacity and experience to carry out the project as detailed in the project application and the capacity to administer federal funds. Demonstrating capacity may include a description of the applicant and subrecipient experience with similar projects and with successful administration of SHP, S+C, or CoC Program funds or other federal funds
    - Commitment to operating the program under the Housing First model.
    - 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 meets the needs of the local HMIS.
    - 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  [HSPApplications@baltimorecity.gov.](mailto:%20HSPApplications@baltimorecity.gov.%20)  No paper or faxed applications will be accepted. All project applications must be received by 5:00pm 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 [HSPApplications@baltimorecity.gov.](mailto:HSPApplications@baltimorecity.gov.%20)  by the project application deadline.

Questions regarding the NOFO process, application templates, and instructions can be directed to [HSPApplications@baltimorecity.gov.](mailto:HSPApplications@baltimorecity.gov.%20)

**APPENDICES**

**APPENDIX A**

**FY 2021 Continuum of Care Competition (CoC)**

**Threshold Review Tool**

**New Applications**

Name of Organization:

Project Title:

Address of Proposed Project:

City / Zip code:

Amount Requested:

Please check if the following have been submitted:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Application Components:** | | | | |
|  |  | **Yes** | **NO** | **NOTE** |
|  | One (1) signed completed application with all supporting documents with signed cover sheet |  |  |  |
|  | Completed Budget Workbook |  |  |  |
| **Supporting Documents Check List:** | | | | |
|  | Match Letter(s) with full 25 percent match contribution |  |  |  |
|  | Conflict of Interest Questionnaire and Limits to Primary Religious Organizations – signed and dated |  |  |  |
|  | MOHS Fair Housing Policy and Statement of Agreement – signed and dated |  |  |  |
|  | Housing First Certification – signed and dated |  |  |  |
|  | Articles of Incorporation and Bylaws |  |  |  |
|  | Federal Tax Exemption Determination Letters |  |  |  |
|  | Certificate of Good Standing from State of Maryland between within 30 days of application submission (dated between September 5, 2021 to October 5, 2021) |  |  |  |
|  | Current list of Board of Directors |  |  |  |
|  | Copies of Project’s Termination, Non-Discrimination, and Grievance Policies Provided to Clients |  |  |  |
|  | Copy of Project’s Program Policies/Rules to include client Participation Agreement/Rights and Responsibilities |  |  |  |
|  | Project Organizational Chart (must include name, title, email, and phone for each staff position at project – this is a requirement for the grantors) |  |  |  |
|  | Proof of Ownership or Lease Agreement (if housing will be provided at site-based location) |  |  |  |
|  | Single Audit or Independent Financial Audits for the most recent 2 years.  Also, project recipients who expend $750,000 or more in 1 year in federal awards must have a single or program-specific audit for that year in accordance with the provisions of 2 CFR part 200, subpart F. |  |  |  |
|  | **CoC Threshold: (first 5 are required)** | | | |
|  | Coordinated Entry Participation (if not participating, commitment to participate) |  |  |  |
|  | Commitment to Housing First |  |  |  |
|  | Documented secured minimum match |  |  |  |
|  | Project has reasonable costs per permanent housing exit, as defined locally |  |  |  |
|  | Project is financially feasible |  |  |  |
|  | Applicant is active CoC participant (or commitment to participate) |  |  |  |
|  | Application is complete and data are consistent |  |  |  |
|  | Acceptable organizational audit/financial review |  |  |  |
|  | Documented organizational financial stability |  |  |  |

**APPENDIX B**

**FY 2021 Continuum of Care Competition (CoC)**

**Threshold Review Tool**

**Renewal Applications**

Name of Organization:

Project Title:

Address of Proposed Project:

City / Zip code:

Amount Requested:

Please check if the following have been submitted:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Application Components:** | | | | |
|  |  | **Yes** | **NO** | **NOTE** |
|  | One (1) signed completed application with all supporting documents with signed cover sheet |  |  |  |
|  | Completed Budget Workbook |  |  |  |
| **Supporting Documents Check List:** | | | | |
|  | Match Letter(s) with full 25 percent match contribution |  |  |  |
|  | Conflict of Interest Questionnaire and Limits to Primary Religious Organizations – signed and dated |  |  |  |
|  | MOHS Fair Housing Policy and Statement of Agreement – signed and dated |  |  |  |
|  | Housing First Certification – signed and dated |  |  |  |
|  | Certificate of Good Standing from State of Maryland between within 30 days of application submission (dated between September 5, 2021 to October 5, 2021) |  |  |  |
|  | Current list of Board of Directors |  |  |  |
|  | Copies of Project’s Termination, Non-Discrimination, and Grievance Policies Provided to Clients |  |  |  |
|  | Copy of Project’s Program Policies/Rules to include client Participation Agreement/Rights and Responsibilities |  |  |  |
|  | Project Organizational Chart (must include name, title, email, and phone for each staff position at project – this is a requirement for the grantors) |  |  |  |
|  | Proof of Ownership or Lease Agreement (if housing will be provided at site-based location) |  |  |  |
|  | Single Audit or Independent Financial Audits for the most recent 2 years.  Also, project recipients who expend $750,000 or more in 1 year in federal awards must have a single or program-specific audit for that year in accordance with the provisions of 2 CFR part 200, subpart F. |  |  |  |
|  | **CoC Threshold: (first 5 are required)** | | | |
|  | Coordinated Entry Participation (if not participating, commitment to participate) |  |  |  |
|  | Commitment to Housing First |  |  |  |
|  | Documented secured minimum match |  |  |  |
|  | Project has reasonable costs per permanent housing exit, as defined locally |  |  |  |
|  | Project is financially feasible |  |  |  |
|  | Applicant is active CoC participant (or commitment to participate) |  |  |  |
|  | 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 |  |  |  |

**APPENDIX C**

|  |  |  |
| --- | --- | --- |
| **FY2021 CoC Renewal Project –Scoring Tool** | | |
| **Outcome** | **Factor Goal** | **Max** |
| **Length of stay** | | |
| **Rapid Rehousing –** On average, participants spend 30 days or less from project entry to residential move-in | 30 days | 20 points |
| **Permanent Supportive Housing** – On average, participants spend 30 days or less from project entry to residential move-in | 30 days | 20 points |
| **Transitional Housing –** On average, participants stay in project for less than 180 days. | 180 days | 20 points |
| **Exits to Permanent Housing** | | |
| **Rapid Rehousing –** 75% move to permanent housing | 75% | 25 points |
| **Permanent Supportive Housing** – 75% remain in or move to permanent housing | 90% | 25 points |
| **Transitional Housing –** 75% move to permanent housing | 75% | 25 points |
| **Returns to Homelessness** | | |
| **Rapid Rehousing –** 15% of participants return to homelessness within 12 months of exit to permanent housing | 15% | 15 points |
| **Permanent Supportive Housing** – 10% of participants return to homelessness within 12 months of exit to permanent | 10% | 15 points |
| **Transitional Housing –** 15% of participants return to homelessness within 12 months of exit to permanent housing | 15% | 15 points |
| **New or Increased Income and Earned Income** | | |
| **Rapid Rehousing –** 50% new or increased earned income for project stayers | 50% | 5 points |
| **Permanent Supportive Housing –** 20% new or increased earned income for project stayers | 20% | 5 points |
| **Transitional Housing –** 50% new or increased earned income for project stayers | 50% | 5 points |
| **Rapid Rehousing –** 20% new or increased non-employment income for project stayers | 20% | 5 points |
| **Permanent Supportive Housing –** 20% new or increased non-employment income for project stayers | 20% | 5 points |
| **Transitional Housing –** 20% new or increased non-employment income for project stayers | 20% | 5 points |
| **Rapid Rehousing –** 50% new or increased earned income for project leavers | 50% | 5 points |
| **Permanent Supportive Housing –** 20% new or increased earned income for project leavers | 20% | 5 points |
| **Transitional Housing –** 50% new or increased earned income for project leavers | 50% | 5 points |
| **Rapid Rehousing –** 20% new or increased non-employment income for project leavers | 20% | 5 points |
| **Permanent Supportive Housing –** 20% new or increased non-employment income for project leavers | 20% | 5 points |
| **Transitional Housing –** 20% new or increased non-employment income for project leavers | 20% | 5 points |
| **Serve High Need Population: Project focuses on chronically homeless people** | | |
| **Rapid Rehousing –** 50% of participants are chronically homeless | 50% | 20 points |
| **Permanent Supportive Housing –** 20% of participants are chronically homeless | 75% | 20 points |
| **Transitional Housing –** 20% of participants are chronically homeless | 50% | 20 points |
| **Project Effectiveness** | | |
| **Rapid Rehousing –** Project has reasonable costs per permanent housing exit as defined locally | Yes/No | 20 points |
| **Permanent Supportive Housing –** Project has reasonable costs per permanent housing exit as defined locally | Yes/No | 20 points |
| **Transitional Housing –** Project has reasonable costs per permanent housing exit as defined locally | Yes/No | 20 points |
| **Rapid Rehousing** – Coordinated Entry Participation- 100% of entries to project from CE referral (or alternative system for DV projects) | 100% | 10 points |
| **Permanent Supportive Housing –** Coordinated Entry Participation- 100% of entries to project from CE referral (or alternative system for DV projects) | 100% | 10 points |
| **Transitional Housing –** Coordinated Entry Participation- 100% of entries to project from CE referral (or alternative system for DV projects) | 100% | 10 points |
| **Rapid Rehousing** – Housing First and/or Low Barrier Implementation - CoC assessment of fidelity to Housing First from CoC monitoring or review of project policies and procedures | Yes/No | 20 points |
| **Permanent Supportive Housing –** Housing First and/or Low Barrier Implementation - CoC assessment of fidelity to Housing First from CoC monitoring or review of project policies and procedures | Yes/No | 20 points |
| **Transitional Housing –** Housing First and/or Low Barrier Implementation - CoC assessment of fidelity to Housing First from CoC monitoring or review of project policies and procedures | Yes/No | 20 points |
| **CoC Local Criteria** | | |
| **CoC Monitoring Score**: Project is operating in conformance with CoC Standards | Yes/No | 10 points |
| **Total Points Possible** | | |
| **Rapid Rehousing**  **Transitional Housing** | Total | 160 points |
| **Permanent Supportive Housing** | Total | 140 points |

*All scores will be weighted to a 100-point scale for ranking.*

**APPENDIX D**

|  |  |
| --- | --- |
| **FY2021 CoC New Project –Scoring Tool** | |
| **Outcome** | **Max points** |
| **Experience** | |
| 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. | 15 points |
| Describe experience with utilizing a Housing First approach. Include the following:  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. | 10 points |
| 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. | 5 points |
| **Design of Housing and Supportive Services** | |
| Extent to which the applicant:  1) Demonstrates understanding of the needs of the clients to be served.  2) Demonstrates that type, scale, and location of the housing fit the needs of the clients to be served.  3) Demonstrates that type and scale of the all supportive services, regardless of funding source, meets the needs of clients to be served.  4) Demonstrates how clients will be assisted in obtaining mainstream benefits.  5) Establishes performances measures for housing and income that are objective, measurable, trackable and meet or exceed any established HUD or CoC benchmarks. | 20 points |
| Describe the plan to assist clients to rapidly secure and maintain permanent housing that is safe, affordable, accessible, and acceptable to their needs. | 10 points |
| Describe how clients will be assisted to increase employment and/or income and to maximize their ability to live independently. | 10 points |
| **Timeliness** | |
| 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. | 10 points |
| **Financials** | |
| Project is cost-effective when projected cost per person served is compared to CoC average within project type. | 5 points |
| Organization's most recent audit (5 points for each):  Found no exceptions to standard practices  Identified agency as 'low risk'  Indicates no findings | 15 points |
| Documented match funding amount meets HUD requirements. | 10 points |
| Budgeted costs are reasonable, allocable, and allowable. | 20 points |
| **Project Effectiveness** | |
| Coordinated Entry Participation- at least 95% of entries projected to come from CE referrals | 5 points |
| **Total Points Possible** | 135 points |

*All scores will be weighted to a 100-point scale for ranking.*