

Baltimore City Continuum of Care

FY2016 HUD Continuum of Care NOFA Local Competition Process & Timeline

Updated 8/3/2016

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OVERVIEW

Each year, the U.S. Department of Housing and Urban Development (HUD) releases the Continuum of Care (CoC) Program Notice of Funding Availability (NOFA), which provides over \$20 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. This year's NOFA was released on June 28th, 2016.

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

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

Designated NOFA Entities

On June 6, 2016, the Continuum of Care board approved an updated [governance charter and bylaws](#) that outlines the roles and responsibilities for the local NOFA process. The Resource Allocation Committee (RAC) of the CoC board oversees the development of the local NOFA submission to HUD, which includes:

- Developing an annual or multi-year funding strategy for allocating HUD CoC funding according to local need, HUD policy priorities, and overall system performance
- Reading and analyzing the annual Notice of Funding Availability (NOFA), developing an annual reallocation strategy, developing the annual project rating and ranking criteria, utilizing performance and program data to evaluate and rank project applications
- Developing a communications plan for informing the Continuum of Care and ensuring full participation
- Overseeing the work of the Collaborative Applicant to prepare the NOFA submission
- Approve final submission for the annual CoC application to HUD

The revised charter and bylaws also renewed the designation of the Mayor’s Office of Human Services – Homeless Services Program (MOHS-HSP) as the Collaborative Applicant, HMIS Lead, and Support Entity for the Baltimore City Continuum of Care for an additional one-year term. As the Collaborative Applicant, MOHS-HSP develops the application to HUD according to the priorities, strategy, ranking, and requirements established by the Resource Allocation Committee. 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 Human Services website](#) and sent to the CoC email listserv. CoC listserv subscription is available [here](#).

FY2016 NOFA Timeline
(all dates are subject to change)

<p>June 6, 2016 12pm-2pm</p>	<p>Governance Charter & Bylaws Approval The CoC board approved the revised charter and bylaws, including designating the Collaborative Applicant and HMIS Lead for the FY2016 NOFA.</p>
<p>June 22, 2016</p>	<p>CoC Policies and Procedures Approval The CoC board Executive Committee approved the following documents for inclusion in the FY2016 NOFA:</p> <ul style="list-style-type: none"> • HMIS Policies and Procedures • Coordinated Access Policies and Procedures • Standards of Care
<p>June 23, 2016 3pm-5pm</p>	<p>Preliminary Review of Renewal Project Data The Resource Allocation Committee met to review initial renewal project performance data to determine what additional data/background is needed from providers and to finalize the draft reallocation and ranking procedures prior to community input session.</p>
<p>June 28, 2016 3pm-5pm</p>	<p>Community Input Session - CoC Reallocation, Ranking, and Scoring Criteria The Resource Allocation Committee held a webinar meeting to seek community and CoC member input into the local reallocation, ranking, and scoring criteria. Comments and suggestions were also accepted via email. The webinar recording can be viewed here.</p>
<p>July 6, 2016</p>	<p>Renewal Projects Notified of Need to Submit Performance Justifications (if necessary) The Resource Allocation Committee will contact renewal projects with data indicating that either further information is needed to fully evaluate the project’s performance, or that the project may be suitable for full or partial reallocation of funding. Renewal projects that are contacted will receive a form to complete and return to the Resource Allocation Committee by the deadline indicated in this timeline.</p>
<p>July 13, 2016 4pm</p>	<p>DEADLINE: Renewal Projects to Submit Performance Justifications to Resource Allocation Committee Projects must submit required form and information to mohs.hsp.application@baltimorecity.gov.</p>
<p>July 14, 2016</p>	<p>Local Competition Procedures Published</p> <ol style="list-style-type: none"> 1. Local Timeline and Project Evaluation Process Released 2. New and Renewal Project Applications & Guide Released

FY2016 NOFA Timeline
(all dates are subject to change)

<p>July 21, 2016 9:30-11:30am</p> <p>Registration Link</p>	<p>NOFA Bidders Conference/Technical Assistance Webinar This webinar is designed for service providers applying for renewal or new project funding in the local FY2016 Continuum of Care Program Competition. The webinar will be recorded and posted to the MOHS website.</p>
<p>July 22, 2016</p>	<p>Renewal Project Applicants Notified of Acceptance/Rejection from CoC Project Ranking and Reallocations.</p> <p><i>Note: Street outreach projects and non-housing first projects may be notified of their reallocation status at a later date once the draft ranking has been developed.</i></p>
<p>August 5, 2016 4pm</p>	<p>DEADLINE: New and Renewal Project Applications and Attachments Due to MOHS New Project Match Documentation Due to MOHS</p> <p>Projects must submit required materials to mohs.hsp.application@baltimorecity.gov.</p>
<p>August 6-15, 2016</p>	<p>Renewal and New Project Scoring by Resource Allocation Committee</p>
<p>August 12, 2016</p>	<p>Resource Allocation Committee Meets to Select New Projects & Draft Project Ranking</p>
<p>August 15, 2016 4pm</p>	<p>DEADLINE: Renewal Project Match Documentation Due to MOHS</p> <p>Projects must submit required materials to mohs.hsp.application@baltimorecity.gov.</p>
<p>August 16, 2016</p>	<p>Draft CoC Application Sent to CoC for Review and Feedback Draft Project Ranking Sent to CoC in Advance of Board Vote</p>
<p>August 22, 2016 3pm-5pm</p>	<p>CoC Board Votes on Project Ranking Location: The Shelter Group, Training Room 218 N. Charles Street, Suite 220, Baltimore, MD 21201</p>
<p>August 26, 2016</p>	<p>New Project Applicants Notified of Acceptance/Rejection from Project Ranking</p>
<p>September 9, 2016</p>	<p>Final Consolidated CoC Application to HUD Posted to MOHS-HSP Website</p>
<p>September 13, 2016</p>	<p>CoC application, project listing, all project applications submitted to HUD</p>

CONTINUUM OF CARE PARTICIPATION

A draft reallocation, scoring, and ranking strategy for the FY2016 Continuum of Care Funding Competition was presented to the Continuum of Care membership by the Resource Allocation Committee on June 28th, 2016. Continuum of Care members asked questions, discussed, and gave verbal and written feedback regarding the factors used to determine which projects would be suitable for reallocation, how to score new and renewal projects, and how the local funding priorities (project ranking order) should be set. Comments and suggestions were reviewed by the Resource Allocation Committee and integrated into the final published version (this document). A summary of Continuum of Care member comments, questions, and suggestions in addition to the Resource Allocation Committee’s responses are included in Appendix C. The CoC board will review and approve the final ranking prior to the CoC’s application submission to HUD.

FY2016 AVAILABLE FUNDING

FY2016 CoC NOFA Anticipated Funding Available		
Amount	Type	Description
\$20,031,494*	The Annual Renewal Demand (ARD) for Baltimore City	This is the base amount that CoC is eligible to apply for
\$1,001,574^	Bonus Project Funding Available (5% of ARD)	This is the maximum amount of new funding CoC is eligible to apply for
\$600,944^	CoC Planning Grant Funds	This provides staffing support and funding for CoC management
\$21,634,012	Total Anticipated Amount of Funding Available	

*Projection: Not final until Grants Inventory Worksheet is approved by HUD

^Projection: Not final until notified by HUD—typically during NOFA window

During the FY2016 NOFA competition, the Baltimore CoC will maximize opportunities to create new [rapid re-housing](#) projects for individuals, families, and unaccompanied youth. Over the past five years, local trend data has shown minimal increases in the number of rapid re-housing slots while permanent supportive housing has increased roughly 75%. This trend data, in combination with the recent extensive cuts to transitional housing, has created an even more urgent need for more mobility and permanent housing resources for households needing short-term and medium-term interventions to end their homelessness.

Rapid re-housing rapidly connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services. Rapid re-housing programs help families and individuals living on the streets or in emergency shelters solve the practical and immediate challenges to obtaining permanent housing while reducing the amount of time they experience homelessness, avoiding a near-term return to homelessness, and linking them to community resources that enable them to achieve housing stability in the long-term. Rapid re-housing is an important component of a community’s response to homelessness.

New Bonus Project Funding

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.

The anticipated amount of funding available for bonus projects in Baltimore during the FY2016 competition is approximately \$1,000,000. Eligible bonus projects include:

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

New Project Funding Through Reallocation

Reallocation refers to the process by which a CoC shifts funds in whole or in part from existing CoC-funded projects that are eligible for renewal to create one or more new projects. CoCs can pursue reallocations through the annual CoC Program Competition. A reallocated project must be a new project that serves new participants and has either a rapid re-housing or permanent supportive housing program design, or is dedicated to coordinated access. A new reallocated project may use resources from an existing project, including staff, but it is not simply a continuation of an existing project that serves existing participants.

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

For FY2016, eligible new projects available through reallocation include:

- New permanent supportive housing projects that serve chronically homeless individuals and families, including unaccompanied youth.
- New rapid re-housing projects for homeless individuals and families, including unaccompanied youth, coming directly from the streets or emergency shelter, or persons fleeing domestic violence situations.
- New Supportive Services Only (SSO) projects for centralized or coordinated assessment systems.

FY2016 HUD PRIORITIES AND NATIONAL SCORING

About the NOFA

The NOFA submission consists of three parts:

- *CoC Application* – This is the CoC’s overall application, and primarily focuses on the CoC’s progress on ending homelessness, strategic initiatives, and adoption of HUD’s funding and policy priorities. It is a combination of narrative questions and data tables. The score is out of 200 points (+3 bonus points for early submission). The CoC’s application score heavily impacts the individual project scores— particularly for projects that fall in Tier 2 of the ranking (more information below).
- *Project Ranking* — This is an ordered ranking of all renewal and new projects the CoC is submitting in the application for funding. The project ranking should reflect HUD funding priorities, local need, and a data-driven process for evaluating individual project performance. Prior to the ranking process, the CoC completes a full performance evaluation of all renewal projects and determines whether to include each individual project in the ranking.

HUD requires the project ranking consist of a Tier 1 and Tier 2. HUD typically has enough funding to fund all projects that meet threshold criteria and are in Tier 1. Projects in Tier 2 are considered “at-risk” of not being funded if the overall CoC score and individual project score are not competitive at the national level. For FY2016, the tiers are as follows:

- Tier 1: 93% of Annual Renewal Demand
- Tier 2: 7% of Annual Renewal Demand + Eligible Bonus Project Funding

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

Tier 2 Project Scoring

Once projects are ranked into Tier 1 and Tier 2, HUD scores all Tier 2 projects and competitively awards funds at the national level. In the FY2015 competition, Tier 2 projects that were not able to achieve the full amount of points available were cut. HUD’s scoring criteria for Tier 2 projects in the FY2016 competition is based on a 100-point scale and consists of the following:

Tier 2 Project Scoring Criteria		
Max Points	Scoring Factor	HUD Calculation
50 Points	CoC Application Score	(% of available points received on CoC application) * 50
35 Points	Ranking Order	$\text{Total Points} = 35 * (1-y)$ <p>Where “y” equals:</p> $\frac{(\text{cumulative funding for Tier 2 ranked higher than project}) + (1/2 * \text{project's funding request})}{\text{Total Tier 2 Funding Available}}$

5 Points	Project Type	5 Points: PSH, RRH, Safe Haven, HMIS, Coordinated Access, TH serving youth 3 Points: TH projects (except youth) 1 Point: SSO projects (except Coordinated Access)
10 Points	Commitment to Policy Priorities	Up to 10 Points: PH projects that apply Housing First Up to 10 Points: TH, SH, SSO projects demonstrating low-barrier policies, prioritize rapid and stable PH placements, and have no service participation requirements or preconditions to entry 10 Points: HMIS & SSO projects for coordinated assessment system
100	Total Points Available	

HUD POLICY PRIORITIES (from the FY2016 NOFA)

1. **Create a Systematic Response to Homelessness.** CoCs should create systematic supports that ensure homeless assistance is well coordinated, inclusive, and transparent.
 - a. *Measure System Performance.* CoCs should use the system performance measures developed by HUD to access how they can improve their systems for better performance. These system performance measures track the average length of homeless episodes, rates of returns to homelessness, and others to determine how effectively a CoC is serving people experiencing homelessness.
 - b. *Create an effective Coordinated Entry system.* Coordinated entry is a key step in assessing the needs of homeless individuals and families requesting assistance and prioritizing those households for assistance. Communities should integrate these processes into their outreach work so that individuals living in unsheltered are prioritized for help. This system should achieve the following goals:
 - i. *Make it easier for persons experiencing homelessness or housing crisis to access the appropriate housing and service interventions;*
 - ii. *Prioritize persons with the longest histories of homelessness and the most extensive needs;*
 - iii. *Lower barriers to entering programs or receiving assistance; and,*
 - iv. *Ensure that persons receive assistance and are housed as quickly as possible.*
 - c. *Promote participant choice.* CoCs should support the choices made by individuals experiencing homelessness. Whether this choice applies to the type or location of housing, or support programs for substance use recovery, programs should support the participant's choices.
 - d. *Plan as a system.* CoCs should coordinate homeless assistance and mainstream housing services to ensure individuals experiencing homeless receive help as quickly as possible.

The performance, eligibility criteria, target populations, and cultural competency of each provider should be monitored by CoCs. Providers should collaborate when participants move from program to program or when one program serves the same individual.

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

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

- a. *Comprehensive Review of Projects.* CoCs should reallocate funds to new projects whenever reallocations would reduce homelessness. Communities should use CoC approved scoring criteria and selection priorities to determine the extent to which each project is still necessary and addresses the policy priorities listed in this NOFA.
- b. *Maximizing the Use of Mainstream Resources.* HUD strongly encourages CoCs and project applicants to ensure that they are maximizing the use of all mainstream services available. While 24 CFR part 578 allows for the payment of certain supportive service costs, it is more efficient for CoCs to use mainstream resources where possible. CoCs should proactively seek and provide information to all stakeholders within the geographic area about mainstream resources and funding opportunities, particularly new opportunities made available under the Affordable Care Act and related technical assistance initiatives. Additionally, where homeless assistance projects are providing specialized services, such as employment services, mental health services, or substance abuse recovery services, they should be coordinating with State or local agencies responsible for overseeing these services to ensure that they are using best practices and that there is proper oversight of their programs.
- c. *Reviewing the Efficacy of Transitional Housing.* Recent research shows that transitional housing is generally more expensive than other housing models serving similar populations with similar outcomes. HUD also recognizes that transitional housing may be an effective tool for addressing certain needs— such as housing for underage homeless youth, safety for persons fleeing domestic violence, and assistance with recovery from addiction. HUD strongly encourages CoCs and recipients to carefully review the transitional housing projects within the geographic area for cost-effectiveness, performance, and for the number and type of eligibility criteria to determine if rapid re-housing might be a better model for the CoC’s geographic area.
- d. *Integration.* CoCs should manage their programs and services in the most integrated way to meet the needs of qualified individuals with disabilities. Programs serving chronically homeless families and individuals should ensure individuals with disabilities are interacting with individuals without disabilities as much as possible.

3. Ending Chronic Homelessness.

- a. *Increasing Units.* In order to increase the number of units for chronically homeless individuals and families and work towards the goal of ending chronic homelessness, HUD encourages CoCs to create new projects through reallocation that exclusively serve chronically homeless individuals and families and/or create a permanent housing bonus project specifically for chronically homeless individuals and families. Chronically homeless and permanent supportive housing are defined in 24 CFR 578.3. Projects are prohibited from discriminating against chronically homeless families with children.
- b. *Targeting:* Chronically homeless individuals and families should be given priority for permanent supportive housing beds not currently dedicated to this population as vacancies become available through turnover. Permanent supportive housing renewal projects serving specific disabled subpopulations (e.g., persons with mental illness or persons with substance use disorder) must continue to serve those subpopulations, as required in the current grant agreement. However, chronically homeless individuals and families within the specified subpopulation should be prioritized for entry. CoCs are encouraged to implement a process for prioritizing homeless individuals and families experiencing chronic homelessness consistent with Notice CPD 14-012: [Prioritizing Persons Experiencing Chronic Homelessness in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status.](#)
- c. *Improve Outreach.* Communities should identify and engage all persons who are experiencing sheltered or unsheltered chronic homelessness and those at risk of experiencing chronic homelessness on a continuous basis. This includes making sure individuals with disabilities and persons with Limited English Proficiency (LEP persons) have access to services and programs.

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

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

- 6. Ending Veteran Homelessness.** Ending veteran homelessness is within reach for many communities, and CoCs should take specific steps to reach this goal including:
- a. CoC Program-funded projects should, to the extent possible, prioritize veterans and their families who cannot be effectively assisted with Department of Veterans Affairs (VA) services. When it is determined a veteran cannot be effectively assisted with VA housing and services and has the same level of need as a non-veteran (as determined using a standardized assessment tool) the veteran should receive priority.
 - b. CoCs should work closely with the local VA and other Veteran-serving organizations and coordinate CoC resources with VA-funded housing and services including HUD-VASH and Supportive Services for Veteran Families (SSVF).
- 7. Using a Housing First Approach.** *Housing First* is an approach to homeless assistance that prioritizes rapid placement and stabilization in permanent housing and does not have service participation requirements or preconditions such as sobriety or a minimum income threshold. Projects using a housing first approach often have supportive services; however, participation in these services is based on the needs and desires of the program participant. Specific steps to support a community-wide Housing First approach include the following:
- a. *Removing Barriers to Entry.* CoCs should review system- and project-level eligibility criteria to identify and remove barriers to accessing services and housing that are experienced by homeless individuals and families. Many projects currently have barriers to entry.
 - b. *Use Data to quickly and stably house homeless persons.* Programs using a Housing First approach should move families and individuals into permanent housing quickly. To improve performance CoCs should measure the length of time it takes to move households into permanent housing.
 - c. *Engage landlords and property owners.* CoCs should work to identify and recruit landlords so that when individuals or families need housing units are available, speeding up the housing process. This process can be used by individual providers or in a consolidated effort so that a few organizations work with landlords on behalf of several providers.
 - d. *Client-centered Service Delivery.* Housing and service options should be tailored to meet the unique needs of each individual or family presenting for services. Program participants should not be required to participate in services that they do not believe will help them to achieve their goals.

Additional Resources on HUD FY2016 Priorities

[SNAPS In Focus: FY 2015 CoC Program Competition Recap](#)

[CoC Competition Focus: Creating a Systemic Response to Homelessness](#)

[CoC Competition Focus: FY 2016 Policy Priority to End Youth Homelessness](#)

[CoC Competition Focus: Ending Chronic Homelessness](#)

Note: HUD will be releasing a series of messages, webinars, and resources leading up to the NOFA deadline. You can review these resources and sign up for the HUD mailing list at their [FY2016 CoC Funding page](#).

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 FY2016, HUD has communicated that in order to receive bonus project funding, communities **must be able to demonstrate that they can successfully reallocate funding from lower-performing projects.**

The Resource Allocation Committee has reviewed HUD guidance, previous NOFA results, project performance, and program guidelines to develop the following factors that will be used to determine whether full or partial reallocation of funds from a project may be necessary. The Resource Allocation Committee will notify renewal projects of their reallocation status and rationale in writing. If a project believes that incorrect data was used in the review process, they may contact the RAC using the included contact information in their funding notice. This process will include an opportunity for the program to give more detail or justify their performance. The Resource Allocation Committee will not consider appeals of reallocation determinations except for technical or data-related errors.

Projects that are being fully reallocated are not eligible to apply for renewal funding. Projects that have been partially reallocated or have not been reallocated must still apply for renewal funding through the local competition process outlined in this document.

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. Two completed years of spending history will be reviewed to show historical trends. Please note that any organization found to have less than 95% of their grant expended will be required to provide an explanation why some 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.

Poor Performance/Underfunded

Renewal projects will be reviewed to determine whether the project is satisfactorily meeting performance outcomes related to permanent housing stability, income growth, and quality of services.

MOHS will be voluntarily reallocating two underfunded permanent supportive housing projects: MOHS Housing First S+C and MOHS Family S+C. Combined, these grants consist of 21 units and only include funding for rental assistance. The grants do not include any supportive services or case management—historically, community partners with ability to bill Medicaid have provided limited support services, however, more funding is needed to provide the comprehensive services required of permanent supportive housing. MOHS will coordinate the transfer of these 21 households into other permanent supportive housing programs or into vouchers if the household requires only limited support services.

Program Compliance and Monitoring

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

Project Type

For the FY2016 NOFA, the Baltimore CoC will reallocate all supportive services only projects that are not dedicated to Coordinated Access or street outreach. Once all renewal projects have been scored and ranked, the Resource Allocation Committee will carefully review the ranking to determine whether reallocation of street outreach projects may be necessary in order to prevent an overall loss of funding to the CoC.

Housing First

If renewal projects that have not committed to a Housing First model fall into Tier 2, it is anticipated that the projects will not score high enough at the national level in order to be awarded funding by HUD. Once the draft ranking has been developed, the Resource Allocation Committee will review projects that fall into Tier 2 and determine what steps are necessary to ensure that the CoC retains the maximum amount of funds for Baltimore City. These steps may include:

1. Requiring the project to utilize a Housing First model
2. Reallocating the project
3. Adjusting the ranking order

RENEWAL PROJECT SCORING PROCESS

Renewal projects approved by the Resource Allocation Committee (RAC) for inclusion in the CoC project ranking will be scored according to an objective scoring tool based on their individual project performance, alignment with HUD and CoC policy priorities, and compliance. Performance and HMIS elements are heavily weighted measures used by HUD in determining the overall CoC score for the NOFA. Data used in the project scoring tool comes largely from projects' most recently submitted Annual Performance Report (APR). Participation in HMIS and quality data entry is mandatory for those agencies seeking renewal CoC funds, except where prohibited by law.

A list of all FY 2016 potentially-eligible renewal projects can be found in Appendix A, and a copy of the renewal project scoring tool can be found in Appendix B of this document. After completing the project scoring tool, the Resource Allocation Committee will rank all renewal projects according to their evaluation score.

Ties in project scores (within the same project type) will be broken in the following order:

- Housing First commitment
- Highest % of clients exiting to or retaining permanent housing
- Highest utilization rate

First-time renewals are projects that have not yet completed their first operating year, and thus, cannot be scored for their performance. However, the RAC will evaluate each first time renewal to ensure that each project is on track for implementation and anticipated outcomes.

NEW PROJECT SCORING PROCESS

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

PROJECT RANKING PROCESS

New and renewal projects approved for inclusion in the CoC's project ranking will be ranked in the following order:

1. CoC infrastructure projects:
 - a. HMIS Renewal Projects
 - b. Coordinated Access SSO project
2. First-time renewal permanent supportive housing projects
3. Renewal permanent supportive housing projects, ranked in order of highest to lowest score
4. Renewal safe haven projects, ranked in order of highest to lowest score
5. Renewal transitional housing for youth
6. Street outreach projects (may be assessed further for reallocation)
7. New rapid re-housing projects created through reallocation and approved for inclusion in ranking, ranked in order of highest to lowest score
8. New permanent supportive housing projects created through reallocation and approved for inclusion in ranking, ranked in order of highest to lowest score
9. New rapid re-housing projects created through the bonus and approved for inclusion in ranking, ranked in order of highest to lowest score
10. New permanent supportive housing projects created through the bonus and approved for inclusion in ranking, ranked in order of highest to lowest score

Note: There are no renewal rapid re-housing projects funded through the NOFA. Supportive services only (SSO) projects not dedicated to Coordinated Access or street outreach are not included in the ranking order due to all projects being reallocated. 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 score.

PROJECT ELIGIBILITY & APPLICATION PROCEDURES

Eligible Organizations

New and Renewal Project Applicants must be:

- A Non-Profit 501(c)(3) tax-exempt organization or a city agency
- In Good Standing with the State of Maryland (certification of Good Standing can be obtained through the [Department of Taxation](#) website.)
- Have two most recent years of financial audits (A-133 Audits)
- Able to document at least a 25% cash or in-kind match for the amount of funding requested (see project application guide for more details and sample forms)

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. All project applications must be received by 4pm on the application deadline stated in the timeline at the beginning of this document. Applicants are **highly encouraged** to review and understand the accompanying project application guide, 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 Danielle Meister, Continuum of Care Coordinator, at mohs.hsp.application@baltimorecity.gov.

ALL project applications (new and renewal) must include the following components:

1. Completed application appropriate for the type of project
2. Match and Leveraging List
3. Match and Leveraging Supporting Documents
4. Articles of Incorporation and Bylaws
5. Federal Tax Exemption Determination Letters
6. Certificate of Good Standing from State of Maryland
7. List of Board of Directors
8. Project Organizational Chart
9. Housing First Certification
10. MOHS Fair Housing Policy & Statement of Agreement
11. Conflict of Interest Questionnaire and Limits to Primarily Religious Organizations
12. Proof of Ownership or Lease (if housing will be provided at site-based location)
13. 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 this document may not be considered for funding.

APPENDIX

APPENDIX A: GRANTS ELIGIBLE FOR RENEWAL IN FY2016

Note: This is not a ranked project list, and does not reflect reallocations that may take place during the NOFA competition.

Applicant Name	Project Name	Expiring Grant Number	Expiring Grant Start Date	Expiring Grant End Date	Renewal Status	Project Type	Total Annual Renewal Amount	Required Match (ARA-Leasing)*25%
AIDS Interfaith Residential Services, Inc.	AIRS CoC GYFLC SHP- 6/1/2016--5/31/2017	MD0091L3B011508	6/1/2016	5/31/2017	Renewal	TH	\$213,296	\$53,324
AIDS Interfaith Residential Services, Inc.	AIRS CoC SHP - Adult Case Management - 8/1/2016--7/31/2017	MD0014L3B011508	8/1/2016	7/31/2017	Renewal	PSH	\$188,563	\$47,141
AIDS Interfaith Residential Services, Inc.	AIRS CoC YIP Youth SHP - 4/1/2016--3/31/2017	MD0015L3B011508	4/1/2016	3/31/2017	Renewal	PSH	\$154,010	\$38,503
Behavioral Health System Baltimore	HOPE Ethel Elan Safe Haven	MD0037L3B011508	12/1/2016	11/30/2017	Renewal	SH	\$399,670	\$99,918
Behavioral Health System Baltimore	PEP Mobile Outreach and Treatment Project	MD0059L3B011508	2/2/2016	1/31/2017	Renewal	SSO	\$364,687	\$91,172
Behavioral Health System Baltimore	UMMS Safe Haven	MD0080L3B011508	2/2/2016	1/31/2017	Renewal	SH	\$348,634	\$83,127
City of Baltimore - Mayor's Office	AIRS Shelter Plus Care Program	MD0016L3B011508	4/1/2016	3/31/2017	Renewal	PSH	\$1,509,426	\$377,357
City of Baltimore - Mayor's Office	Associated Catholic Charities - Project BELIEVE PHP	MD0061L3B011508	2/2/2016	1/31/2017	Renewal	PSH	\$117,283	\$29,321
City of Baltimore - Mayor's Office	Associated Catholic Charities - Project FRESH Start	MD0030L3B011508	12/1/2016	11/30/2017	Renewal	PSH	\$102,638	\$12,679
City of Baltimore - Mayor's Office	Associated Catholic Charities - REACH Combined	MD0027L3B011508	1/1/2017	12/31/2017	Renewal	PSH	\$742,942	\$112,081
City of Baltimore - Mayor's Office	At Jacobs Well PHP	MD0018L3B011508	8/31/2016	8/30/2017	Renewal	PSH	\$23,968	\$5,992
City of Baltimore - Mayor's Office	BHSB SRA Multi-Grant S+C (formerly BMHS)	MD0024L3B011508	4/1/2016	3/31/2017	Renewal	PSH	\$3,781,928	\$945,482
City of Baltimore - Mayor's Office	BHSB, Inc. - Project Based S+C	MD0023L3B011508	4/1/2016	3/31/2017	Renewal	PSH	\$90,782	\$22,696
City of Baltimore - Mayor's Office	Coordinated Access SSO	MD0329L3B011500	2/2/2016	1/31/2017	First Year	CA SSO	\$341,470	\$85,368
City of Baltimore - Mayor's Office	Dayspring Programs PHP	MD0034L3B011508	1/1/2017	12/31/2017	Renewal	PSH	\$296,792	\$74,198
City of Baltimore - Mayor's Office	Dayspring Programs Tenant Based S+C	MD0033L3B011508	4/1/2016	3/31/2017	Renewal	PSH	\$361,728	\$90,432
City of Baltimore - Mayor's Office	Dayspring Village @ Patterson Park	MD0254C3B011000	7/29/2016	7/28/2017	Multi-Year	PSH	\$85,412	\$21,353
City of Baltimore - Mayor's Office	Gaudenzia	MD0255B3B011000	3/1/2016	2/28/2017	Multi-Year	PSH	\$222,720	\$55,680
City of Baltimore - Mayor's Office	GEDCO - Supportive Housing Harford House and Micah House	MD0038L3B011508	6/1/2016	5/31/2017	Renewal	PSH	\$104,006	\$26,002
City of Baltimore - Mayor's Office	GEDCO Justice Housing (formerly GEDCO S+C)	MD0043L3B011508	4/1/2016	3/31/2017	Renewal	PSH	\$330,585	\$82,646
City of Baltimore - Mayor's Office	GEDCO Justice Housing Case Management	MD0042L3B011508	8/1/2016	7/31/2017	Renewal	PSH	\$34,995	\$8,749
City of Baltimore - Mayor's Office	Health Care for the Homeless - Homeward Bound Bonus Project FY2015	MD0330L3B011500	TBD	TBD	First Year	PSH	\$1,081,445	\$270,361
City of Baltimore - Mayor's Office	HPRP - Legal Service Project	MD0045L3B011508	1/1/2017	12/31/2017	Renewal	SSO	\$115,622	\$28,906
City of Baltimore - Mayor's Office	JHR, Inc. - Lighthouse 1	MD0046L3B011508	10/1/2016	9/30/2017	Renewal	PSH	\$108,689	\$1,668
City of Baltimore - Mayor's Office	JHR, Inc. - Lighthouse 2 PHP	MD0012L3B011507	8/1/2016	7/31/2017	Renewal	PSH	\$105,007	\$22,396

APPENDIX A (Continued): GRANTS ELIGIBLE FOR RENEWAL IN FY2016

Note: This is not a ranked project list, and does not reflect reallocations that may take place during the NOFA competition.

Applicant Name	Project Name	Expiring Grant Number	Expiring Grant Start Date	Expiring Grant End Date	Renewal Status	Project Type	Total Annual Renewal Amount	Required Match (ARA-Leasing)*25%
City of Baltimore - Mayor's Office	Marian House - Serenity Place PHP	MD0052L3B011508	12/1/2016	11/30/2017	Renewal	PSH	\$31,730	\$7,933
City of Baltimore - Mayor's Office	Marian House - TAMAR 2 PHP	MD0060L3B011508	3/1/2016	2/28/2017	Renewal	PSH	\$93,933	\$23,483
City of Baltimore - Mayor's Office	Marian House PH	MD0051L3B011508	9/1/2016	8/31/2017	Renewal	PSH	\$70,577	\$17,644
City of Baltimore - Mayor's Office	Marian House S+C Expansion	MD0057L3B011508	12/1/2016	11/30/2017	Renewal	PSH	\$52,893	\$13,223
City of Baltimore - Mayor's Office	Marian House TAMAR S+C	MD0064L3B011508	8/1/2016	7/31/2017	Renewal	PSH	\$625,359	\$156,340
City of Baltimore - Mayor's Office	MOHS - Family SPC	MD0269C3B011100	5/31/2016	5/30/2017	Multi-Year	PSH	\$256,235	\$64,059
City of Baltimore - Mayor's Office	MOHS - HMIS Project	MD0021L3B011508	5/1/2016	4/30/2017	Renewal	HMIS	\$362,812	\$90,703
City of Baltimore - Mayor's Office	MOHS - HMIS Project - Expansion	MD0328L3B011500	TBD	TBD	First Year	HMIS	\$130,200	\$32,550
City of Baltimore - Mayor's Office	MOHS - Homeward Bound PHP	MD0022L3B011508	10/1/2016	9/30/2017	Renewal	PSH	\$807,752	\$201,938
City of Baltimore - Mayor's Office	MOHS - Housing First S+C	MD0019L3B011508	4/1/2016	3/31/2017	Renewal	PSH	\$119,010	\$29,753
City of Baltimore - Mayor's Office	PEP Samaritan Project	MD0011L3B011506	10/1/2016	9/30/2017	Renewal	PSH	\$695,228	\$173,807
City of Baltimore - Mayor's Office	Project PLASE - Medically Fragile SRO	MD0069L3B011508	10/1/2016	9/30/2017	Renewal	PSH	\$70,478	\$17,620
City of Baltimore - Mayor's Office	Project PLASE - Rental Assistance Program	MD0065L3B011508	4/1/2016	3/31/2017	Renewal	PSH	\$1,629,284	\$407,321
City of Baltimore - Mayor's Office	Project PLASE - Scattered Site PHP	MD0068L3B011508	7/1/2016	6/30/2017	Renewal	PSH	\$240,767	\$60,192
City of Baltimore - Mayor's Office	St. Ambrose Housing Aid Center II (formerly WAR - Responsibility Matters S+C)	MD0040L3B011508	7/1/2016	6/30/2017	Renewal	PSH	\$127,668	\$31,917
City of Baltimore - Mayor's Office	St. Ambrose Housing Aid Center S+C III (formerly Women Accepting Responsibility Inc.)	MD0090L3B011508	7/31/2016	7/30/2017	Renewal	PSH	\$66,440	\$16,610
City of Baltimore - Mayor's Office	St. Ambrose Housing Aid Center PHP (Formerly Newborn)	MD0058L3B011508	2/2/2016	1/31/2017	Renewal	PSH	\$42,175	\$10,544
City of Baltimore - Mayor's Office	St. Ambrose Housing Aid Center PHP 11	MD0071L3B011508	4/1/2016	3/31/2017	Renewal	PSH	\$36,016	\$9,004
City of Baltimore - Mayor's Office	St. Ambrose Housing Aid Center S+C	MD0073L3B011508	4/1/2016	3/31/2017	Renewal	PSH	\$149,490	\$37,373
City of Baltimore - Mayor's Office	SVdP Home Connections II - Samaritan Project	MD0249L3B011506	10/1/2016	9/30/2017	Renewal	PSH	\$500,986	\$125,247
City of Baltimore - Mayor's Office	SVdP Home Connections III	MD0039L3B011508	8/1/2016	7/31/2017	Renewal	PSH	\$125,436	\$31,359
City of Baltimore - Mayor's Office	SVdP Home Connections PHP	MD0077L3B011508	1/1/2017	12/31/2017	Renewal	PSH	\$463,834	\$115,959
City of Baltimore - Mayor's Office	Veteran PSH Scattered-Site FY15	MD0331L3B011500	TBD	TBD	First Year	PSH	\$1,216,518	\$304,130
City of Baltimore - Mayor's Office	Women's Housing Coalition (Merged 7/12/2016)	MD0085L3B011508	5/1/2016	4/30/2017	Renewal	PSH	\$890,375	\$222,594

APPENDIX B: RENEWAL PROJECT SCORING TOOL

FY2016 CoC Renewal Project Scoring Tool		
Outcome	Max Points	Scoring Thresholds
Permanent Housing Placements The % of persons who remained in the permanent housing program as of the end of the operating year or exited to permanent housing (subsidized or unsubsidized). Note: TH and SH will only be scored on exits to permanent housing	20	20 Points: 95% or more 15 Points: 90 – 94% 10 Points: 80-89% 0 Points: Less than 80%
Utilization Rate The average % of units that were utilized nightly over the course of the program year	15	15 Points: 95% or more 10 Points: 90 – 94% 5 Points: 85-89% 0 Points: Less than 85%
Total Income (Cash) The % of persons age 18 and older who maintained or increased their total cash income (employment or entitlement income) as of the end of the operating year or program exit	10	10 Points: 75% or more 5 Points: 40 – 74% 3 Points: 20 – 39% 0 Points: Less than 20%
Mainstream Benefits (Non-Cash) The % of households that maintained or increased their non-cash benefits as of the end of the operating year or at program exit	10	10 Points: 75% or more 5 Points: 40 – 74% 3 Points: 20 – 39% 0 Points: Less than 20%
Length of Stay (SH and TH only) The average length of stay in the program	10	10 Points: SH—2 years or less, TH—less than 18 months 0 Points: SH—more than 2 years, TH—more than 18 months
Dedicated Chronic Homeless Beds The % of beds in the project that are dedicated chronic homeless beds	10	10 Points: 50 – 100% 5 Points: 1 – 49% 0 Points: No dedicated beds
Returns to Homelessness Percentage of households who exit to permanent housing destinations and return to homelessness within 2 years	10	10 Points: Under 10% 5 Points: Under 20% 0 Points: Over 20%
Target Population At least 50% of beds are targeted to veterans, youth, domestic violence survivors, or families	5	5 Points: 50% or more 0 Points: 49% or less
Housing First Projects will complete a housing first certification	10	10 Points: Program uses housing first approach 0 Points: Program does not use housing first approach
HMIS & APRs The extent to which the project: <ul style="list-style-type: none"> • Enters all client data into HMIS • Has satisfactory data quality & timeliness • Submitted APR to MOHS in a timely manner 	10	10 Points: All three requirements met 5 Points: Two of the three requirements met 0 Points: One or zero of the requirements met NOTE: HMIS participation is mandatory. If a project is not currently participating in HMIS, it may receive a reduction or elimination of funds or corrective action
Grant Spending % of grant funds expended in most recently completed operating year	5	5 Points: 95% or more grant funds expended 0 Points: Less than 95% of grant funds expended
Total Points Possible	105 PSH /115 TH & SH	

APPENDIX C: CoC Member Input & Responses

On June 28, 2016, the CoC held a webinar meeting to discuss the proposed reallocation and ranking strategy created by the Resource Allocation Committee. Questions, comments, and suggestions were taken during the webinar and via email after the webinar. The majority of feedback received through the webinar were technical questions, and no emailed comments were received from CoC members. The summary below includes two recommendations/concerns shared during the webinar:

Member Recommendation 1

Comment: The Resource Allocation Committee should reconsider the proposed plan to reallocate the sole remaining street outreach project in the CoC portfolio. This is due to the recent cuts to three other street outreach programs as a result of the FY2015 Competition, and the lack of immediately identifiable replacement funding. Losing the street outreach program would significantly impact the ability to provide services to people living on the street or in places not meant for human habitation.

Background: The Resource Allocation Committee identified all supportive services projects except for those dedicated to Coordinated Access as necessary reallocations in the proposed reallocation strategy. Since the strategy was developed prior to the NOFA's release, the committee anticipated that Tier 2 scoring and thresholds would be similar to FY2015 and require 15% of renewal funding to be placed in Tier 2. If an SSO project was placed in Tier 1, it was likely to push renewal permanent supportive housing into Tier 2, which would put those residents at risk. The CoC could not only lose that funding permanently, but also would have to identify alternative permanent supportive housing for those individuals enrolled in the programs if the agencies could no longer sustain the project. If an SSO project fell into Tier 2, it would not be competitive for funding at the national level (as evidenced by the results of the FY2015 competition when several SSO projects were cut).

Response: Street outreach is a critical part of the homeless services system and the committee recognizes that street outreach, while not able to earn full points in the NOFA process, is in direct alignment with HUD policy priorities to outreach to the most vulnerable individuals and families in the CoC's jurisdiction. The NOFA published on June 29 noted that for FY2016, only 7% of renewal funds would need to be placed in Tier 2. Additionally, project type accounts for only 5% of the Tier 2 project scores (10% in FY2015). As a result, including street outreach in the ranking may present less of a risk than originally anticipated. The Resource Allocation Committee will carefully review the ranking after final reallocation determinations have been made and projects have been scored to determine whether street outreach can be included in the ranking without compromising the overall funding award of the CoC.

Member Recommendation 2

Comment: We suggest that the Resource Allocation Committee reconsider the equal percentages of cash and non-cash benefits [in the renewal project scoring system]. All clients should be on Medicaid, and receipt of Medicaid & food stamps are not deterrents to employment - they are employment supports. Don't we want to make sure we have 100% Medicaid and Food Stamp enrollment (where eligible)?

Response: The weight assigned to each category is reflective of the performance priorities each project should be working on (for example: the housing stability measure is weighted more heavily than the income measure because the project's core purpose is obtaining and retaining permanent housing). Non-cash benefits and cash income were weighted equally for FY2016 after feedback received during the FY2015 competition that the number of points assigned to cash income should be lowered because the attainment of disability income and earned income are often delayed or not available due to external factors (ex: client has disability and cannot work, but has not been approved for SSI).

Regarding the scoring thresholds, or point makeup for each category, you are correct—percentages for attainment of Medicaid, Food Stamps, or other entitlement programs based on income should be very high for all projects. The scoring thresholds for all client outcome measures were created based on a system performance measures report from HMIS which calculated the average by project type. The middle range of points available in each scoring threshold set represents the actual system-wide average. These scoring thresholds will reward projects performing higher than the system average by assigning more points, and deduct points from projects performing lower than the system average.

This method of scoring is currently used because the CoC's project and system performance targets are under development. Once the board approves performance targets recommended by the Data and Performance Committee (anticipated October 2016), those targets will be used to set future scoring thresholds for projects in funding competitions.