

Eastern and Western PA CoCs:
CoC New Project Funding

Part 2: New Project Deeper Dive

PRESENTED BY:
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CONSULTANT FOR THE EASTERN AND WESTERN PA
COCS

APRIL 18TH, 2024

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Agenda – Part 2

- Preliminary Application Process – **What does the application process entail?**
- New Project Evaluation Criteria – **What is the CoC looking for in a new project?**
- Submitting a Strategic Application– **How do I submit a competitive application?**
 - Using data to inform project design
 - Healthcare and housing leveraging
- Budget Template Deeper Dive – **How do I create a project budget using the budget template?**
- Tips to Prepare for the New Project RFP – **Where do I start?**

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Part 1 Recap

- If you did not attend part 1, we highly recommend you watch the recording which will be posted here:
<https://pennsylvaniacoc.org/resources/resource-library>

- **Part 1 covered:**
 - Eligible applicants, project types, and budget line items
 - CoC grantee expectations
 - Available funding, tiering, and ranking
 - General timeline and process

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If you are new to CoC work:

We highly recommend that you review the CoC 101 and 201 trainings on the CoC website:

- Eastern PA CoC: <https://pennsylvaniacoc.org/resources/eastern-coc-startup-trainings-101-and-201>
- Western PA CoC: <https://pennsylvaniacoc.org/resources/western-pa-coc-startup-trainings-101-and-201>

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Preliminary Application Process

WHAT DOES THE APPLICATION PROCESS ENTAIL?

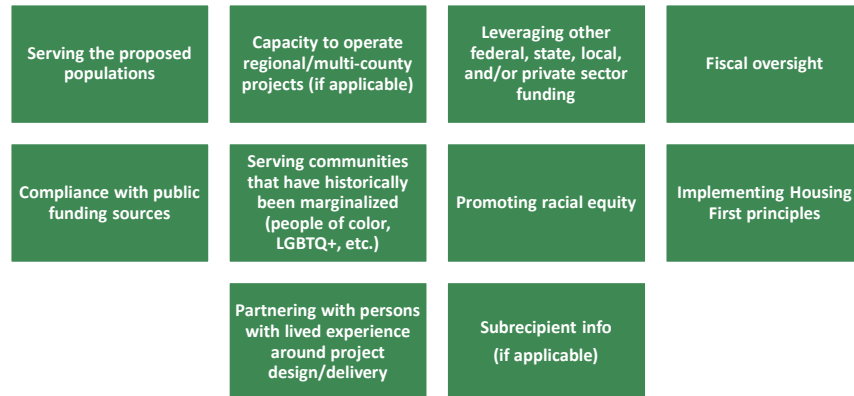
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Preliminary Application Process

- Once the CoC NOFO is released, the CoC will release a new project RFP package that includes:
 - Request for Proposal (RFP), which will include information on eligible project types, funds available, application process, etc.
 - Copy of application to be completed by interested orgs, for reference. Applications are completed via an online portal. Budget template that must be completed by interested orgs
 - Scoring rubric used by Funding Committee to score new projects (for reference)
- **NOTE:** Many of the application questions directly mirror the questions HUD will ask in the e-snaps application, if your project is accepted by the CoC to be submitted to HUD.

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Preliminary Application Questions – Organizational Experience (2023)



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Preliminary Application Questions – Project Design (Housing projects) (2023)



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Preliminary Application Questions – Leveraging (Housing projects)

Housing leveraging

- Will your project bring leveraged housing units?
- How much?
- Describe how this will work and the partnership

Healthcare leveraging

- Will your project bring leveraged healthcare resources?
- How much?
- Describe how this will work and the partnership

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Preliminary Application Questions – DV Bonus

- Questions will be similar to the general new project application, but will request more detail about experience in serving DV survivors and how the project will meet the needs of DV survivors
- **For DV Bonus Coordinated Entry projects**, application will ask about how this project will address gaps in the current Coordinated Entry system for DV survivors.
- **Important note for DV Bonus applicants:** If accepted for a new project, you will be asked to complete the e-snaps project application AND complete additional narrative questions about your project that will be submitted to HUD. The DV Bonus preliminary application mirrors these narrative questions. DMA will assist you in crafting your narrative responses.

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Preliminary Application Questions – Expansions and Transitions

The expansion and transition options are available only for existing CoC-funded projects.

Expansions

- Details about request – are you requesting to expand units, beds, and/or services?
- Justification for expansion
- NOTE: Budget template should be filled out only for the NEW parts of the project.
Example: your current budget is \$100K and you are asking for additional \$50K. Budget template will only be for the additional \$50K.

Transitions

- Why you wish to transition the project, and how the project will better serve clients in your community.

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New Project Evaluation Criteria

WHAT IS THE COC LOOKING FOR IN A NEW PROJECT?

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Threshold Requirements (2023)

- ✓ Use a Housing First approach
- ✓ Provide program participants with assistance securing Mainstream Benefits and health insurance
- ✓ Have experience working with the population to be served
- ✓ Conduct at least monthly face-to-face case management appointments in the program participant's home or in a mutually agreed-upon community setting.
- ✓ Participate in the CoC Coordinated Entry System; enroll all participants through Coordinated Entry
- ✓ Follow the CoC's written standards for prioritizing and providing assistance
- ✓ Enter data into PA-HMIS or DV comparable database
- ✓ Participate in the RHAB/CoC, including attendance at meetings and required trainings
- ✓ Ensure that service delivery is client-centered and culturally competent

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Selection Criteria/Scoring Factors (2023)

- Demonstration of need, through data and narrative
 - Geographic area: Preference given to projects that can clearly support the need for the project within a specific geographic area. Applicants should provide data to support the need for the project. (more on this in a bit)
- Being able to serve all household types (households with children, households without children, and couples)
- Clear project design related to case management, providing supportive services, providing housing search/location services
- Cost effectiveness, as compared to other similar projects within the CoC

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Selection Criteria/Scoring Factors (2023)

- Experience providing homeless assistance to all household types, using a Housing First approach, providing client-centered and culturally competent services
- Experience implementing a multi-county/regional project, if applicable
- Organizational capacity and experience to ensure successful program operation
- Organizational capacity to promote racial equity
- Experience incorporating persons with lived experience into program design and decision-making

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Selection Criteria/Scoring Factors (2023)

- For current CoC/ESG providers, past experience will be factored in:
 - Grant management
 - Implementing HUD policy priorities such as Housing First
 - Performance outcomes from current/previous grants
- Additional consideration will be given to agencies that have not previously received CoC funding

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Selection Criteria/Scoring Factors

- The CoC Funding Committee will use a new project scoring tool to evaluate new project applications.
- The score awarded to each applicant via the scoring tool is one component of how the Funding Committee will determine new projects that are selected.
- The Funding Committee will also factor in need for the project based on gaps analysis data, when compared to other projects submitted under this RFP, as well as prior performance of the applicant operating CoC or ESG-funded projects.

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Submitting a Strategic Application

HOW DO I SUBMIT A COMPETITIVE APPLICATION?

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Using Data to Inform Project Design

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Using Data to Inform Project Design

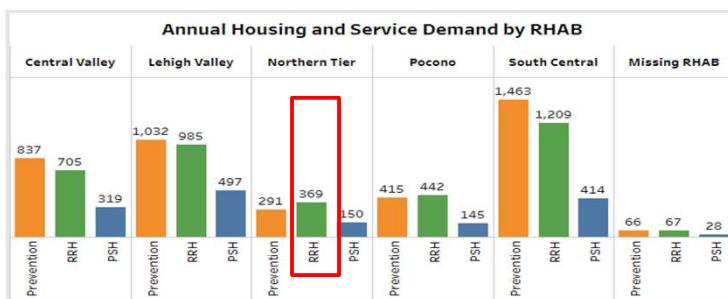
- The CoC conducts an annual gaps analysis to look at demand for different homeless assistance resources, supply of resources, and gaps
 - New 2024 gaps analyses will be presented in May/June (date TBD)
 - 2023 gaps analyses here (including recorded presentation):
 - East: <https://pennsylvaniacoc.org/resources/eastern-pa-coc-2023-gaps-analysis>
 - West: <https://pennsylvaniacoc.org/resources/western-pa-coc-2023-gaps-analysis>
- **Interested applicants should use the gaps analysis to inform project design. Funding Committees use the gaps analysis when determining need for proposed projects.**

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GAPS ANALYSIS EXAMPLE

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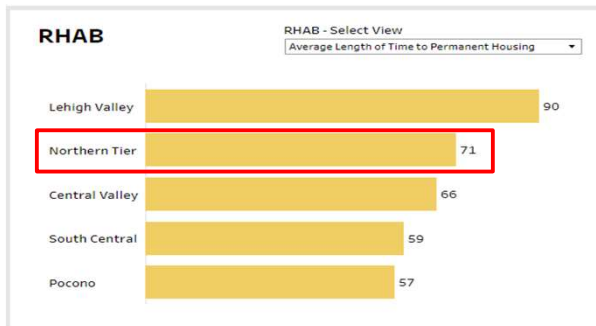
Example: Rapid Rehousing in Northern Tier Rhab



- You are a provider in the Northern Tier Rhab, which includes Clinton, Lycoming, Bradford, Sullivan, Susquehanna, Tioga and Wyoming counties.
- You believe there is a need for additional resources in your community.
- The gaps analysis shows you that the need for Rapid Rehousing in 2022 was approximately 369 units.

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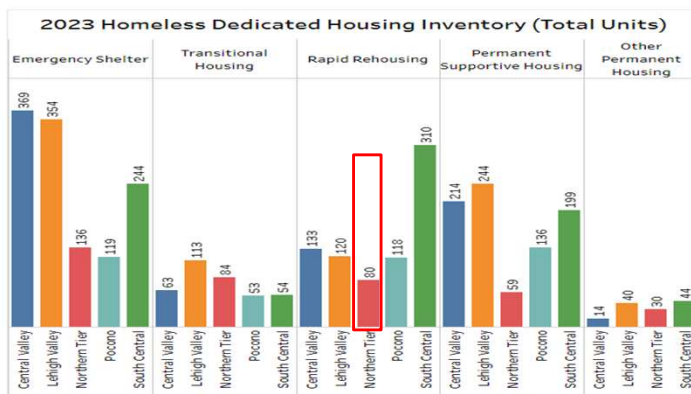
Example: Rapid Re-Housing in Northern Tier Rhab



- For households exiting the Coordinated Entry By Name List to permanent housing in 2022, the average length of time on the By Name List is 71 days, the second highest in the CoC.

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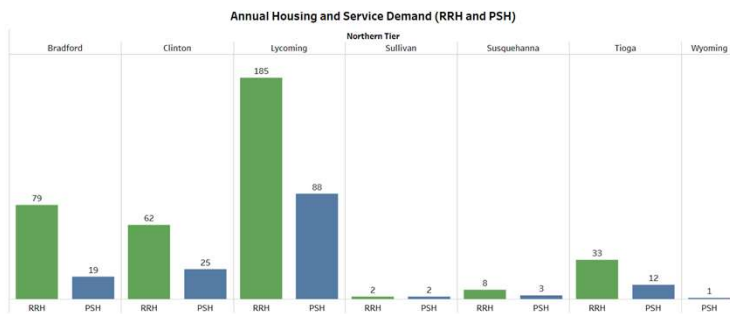
Example: Rapid Re-Housing in Northern Tier Rhab



- You can also see that the Northern Tier Rhab has less RRH inventory than the other RHABs.

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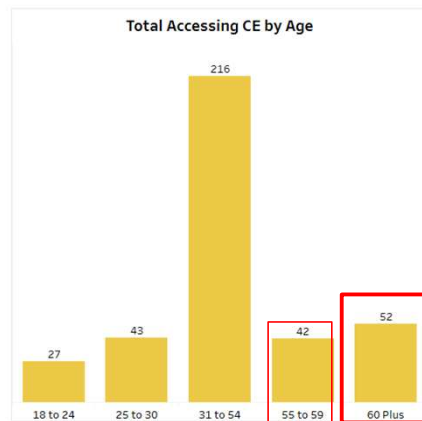
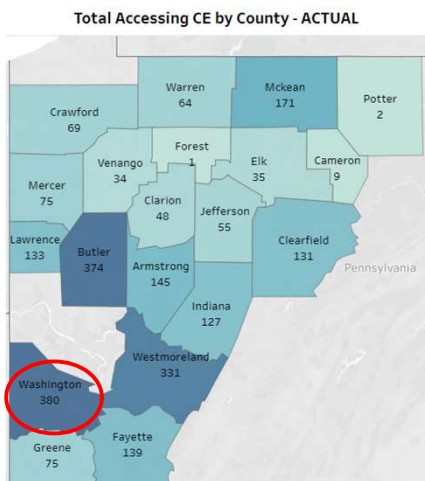
Example: Rapid Re-Housing in Northern Tier RHAB



- You can drill down into the gaps analysis data by county.
- In counties with a smaller population of households experiencing homelessness, it may be wise to partner with organizations in neighboring counties to apply for a new RRH project to serve multiple counties.

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Example: Permanent Supportive Housing in Washington County (SW RHAB)



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Using Data to Inform Project Design - Tips

- Use RHAB and/or LHOT meetings as a forum to discuss needs and gaps in your community, identify what new projects are most needed in your region, and identify who might apply for new project funding.
- Consider partnering with neighboring counties to submit a multi-county or RHAB-wide project. This is often especially helpful in rural communities.
 - This can be a great option if the data does not clearly support a single county project.
 - Example: One organization comes in as the 'lead' applicant/recipient, and subcontracts with orgs in neighboring counties to deliver services in those counties.

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Healthcare and Housing Leveraging

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Coordination with Housing and Healthcare

- As part of the national CoC NOFO Competition, CoCs submit an application that is scored by HUD. One of the areas HUD evaluates CoCs on during the annual competition is housing and healthcare leveraging.
- In the 2023 CoC NOFO, HUD awarded up to **14 points** (out of 200) for CoCs that submitted **new PSH, RRH, or TH/RRH applications that brought in housing or healthcare leveraging.**
- Housing leveraging – 7 points; Healthcare leveraging – 7 points

Coordination with Housing and Healthcare

- Because HUD is looking for CoCs to submit project applications that leverage housing and healthcare resources, the Eastern and Western PA CoCs ask new project applicants to try to identify housing or healthcare leverages for their new project applications.
- In FY2023, organizations applying for new project funds from Eastern or Western PA CoCs were awarded bonus points in the new project application scoring process for submitting an application that included a new housing and/or healthcare leverage. A similar approach will be used this year.

Healthcare Leverage Details

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Leveraging Healthcare Resources

CoCs must demonstrate to HUD that they have applied for a PSH, RRH, and/or Joint Component TH/RRH project that includes a **written commitment from a health care organization** for one of the following:

In the case of a **substance use treatment or recovery provider**, it will provide access to treatment or recovery **services for all project participants who qualify and choose those services.**

OR

The value of assistance being provided by the health care organization is at least an amount that is **equivalent to 25% of the funding being requested for the entire project.**

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Leveraging Healthcare Resources

Sources of healthcare resources include:

- Direct contributions from a public or private health insurance provider to the project (e.g., Medicaid).
- Provision of health care services by a private or public organization tailored to the program participants of the project.
- Healthcare resources could include health, mental health, dental, or substance use services.

Eligibility:

- Eligibility for the project must comply with HUD program and fair housing requirements.
- Eligibility for services cannot be restricted by the eligibility requirements of the health care service provider (must be available to all participants).

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Leveraging Healthcare Resources

Examples from actual Eastern/Western PA CoC projects:

- **Primary health care** organization committed \$159K of in-kind health resources to a new PSH project (healthcare and behavioral healthcare)
- **Drug and alcohol treatment program** committed \$15K in outpatient D&A services for any participant in a new PSH project who requested services
- **Behavioral health care organization** committed \$45K to provide behavioral health and/or substance use services to any participant in a new RRH project who requested services

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Leveraging Healthcare Resources

Some considerations:

- Be aware that the CoC will need a formal written commitment of the healthcare leverage, so be prepared to follow up with the healthcare leveraging partner organization regarding the written commitment.
 - The CoC can provide a template agreement as a starting point.
- You/your healthcare leveraging partner will need to provide a justification for the leverage amount.
- In-kind resources must be valued at the local rates consistent with the amount paid for services not supported by grant funds.
- Be realistic - don't commit to a leverage amount that far exceeds what is required.
- Be prepared to provide some specifics regarding the types of healthcare services to be offered/provided.
- Projects that are selected by HUD for funding will likely start in mid- to late-2025 and the leveraged healthcare resources would be expected to be available at project start.

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Housing Leverage Details

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Leveraging Housing Resources

CoCs must demonstrate to HUD that they have applied for a Permanent Supportive Housing (PSH), Rapid Rehousing (RRH), or Joint Component Transitional Housing/Rapid Rehousing (TH/RRH) project that utilizes housing subsidies or subsidized housing units not funded through the CoC or ESG Programs. New project applicants for PSH, RRH, or TH/RRH must document the use of leveraged housing resources with letters of commitment or formal contracts/documents.

In the case of **PSH**, must leverage housing resources for at least **25% of the units** included in the project

OR

In the case of **RRH**, must serve at least **25% of program participants** with leveraged housing resources
This applies to the RRH portion of Joint Component TH/RRH projects as well.

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Leveraging Housing Resources

These housing resources may come from:

- Private organizations,
- State/local government,
- Public Housing Agencies, including use of a set aside or limited preference,
- Faith-Based organizations, and/or
- Federal programs other than the CoC or ESG Programs.

Examples of leveraging housing resources may include:

- An allocation of Section 8/ Housing Choice Vouchers from your local Public Housing Authority in place of or to supplement the use of CoC Rental Assistance funds.
- An allocation of units at a Low-Income Housing Tax Credit (LIHTC) building that provides subsidized housing.

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Leveraging Housing Resources

Examples from actual Eastern/Western PA CoC projects:

- PSH
 - County mental health services committed **\$24K of Human Services Block Grant to fund 3 units of housing at Fair Market Rent** to pair with 7 units of new CoC-funded PSH (10 total units: 3 leveraged + 7 CoC-funded)
 - A Housing Authority committed **Housing Choice Vouchers for 12 units** to pair with 12 units of new CoC-funded PSH (24 total units: 12 leveraged + 12 CoC-funded)
- RRH
 - A Housing Authority committed **Housing Choice Vouchers for 8 households** to pair with CoC-funded RRH for 22 households (30 total households served: 8 leveraged + 22 CoC-funded)

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Leveraging Housing Resources

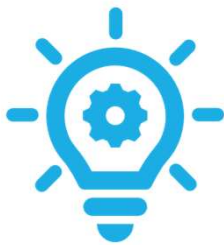
Some considerations:

- Be aware that the CoC will need a formal written commitment of the housing leverage so be prepared to follow up with the housing leveraging partner organization regarding the written commitment.
 - The CoC can provide a template agreement as a starting point.
- Be prepared to identify a general start date at which the housing resource would become available. Projects that are selected by HUD for funding will likely start in mid- to late-2025 and the leveraged housing resources would be expected to be available at project start.
 - Explain to your housing partner that you will need to wait to hear from HUD as to whether this project gets awarded funds, but they would need to be prepared to make the committed housing resources available, if selected, once your agency goes under contract with HUD.
- Be realistic – work with your housing partner to hash out the number of units/households served that they are willing to commit to.
 - Try to meet the 25% thresholds set by HUD but if you cannot, you may still be able to get partial credit. Some housing leverage is better than none.
- Prepare to provide some specifics regarding the source of the housing resource (e.g., HCV, LIHTC, HOME, local housing trust fund, etc.).

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Healthcare & Housing Leverage Wrap Up

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Tip: New projects that bring in housing or healthcare leveraging are much more likely to be selected by the Funding Committee, as leveraging factors heavily into how the Funding Committee evaluates new projects.

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Leveraging Housing & Healthcare – Where to Start

- Explore existing informal partnerships you have with healthcare/mental health/substance use services organizations.
 - Can these informal partnerships be leveraged into formal written commitments?
 - If healthcare org is willing to put a commitment in writing, you can work with the healthcare org to work out an estimated dollar amount commitment (for example: estimated 10 hours per participant over the course of 1 year * 10 participants * county reimbursement rate of \$140/hr = \$14,000)
- Engage in conversations with your local PHA or affordable housing developers about the potential of committing set aside of units for a new CoC-funded project. Help them understand how this will help your community.
- Engage in conversations at the RHAB or LHOT level about potential partnerships with healthcare or affordable housing partners.

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Budget Template Deeper Dive

HOW DO I CREATE A PROJECT BUDGET USING THE BUDGET TEMPLATE?

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Recap from Part 1: What can the HUD CoC grant pay for?

- **Housing Costs**
 - Operating
 - Leasing
 - Rental Assistance
- **Supportive Services Costs**
- **Administrative Costs (limited to 10% of total budget less admin)**
- **HMIS Costs (DV Bonus Only)**
- NOTE: HUD added two new categories of new project budget line items last year: VAWA Costs and Rural Costs. More info in part 1.

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Recap from Part 1: CoC Grant Budget Overview

Housing costs:

- **Operating**
 - Funds to operate a site owned or leased by your agency
- **Leasing (of a single site or scattered site housing units)**
 - Under a Leasing model, the provider enters into the lease with the landlord and has a sublease or rental agreement with the program participant.
 - The provider pays 100% of the rent (up to Fair Market Rent) and the program participant pays 30% of household income to the provider.
- **Rental Assistance**
 - Under a Rental Assistance model, the program participant enters into the lease with the landlord and pays 30% of their income to the landlord with the provider paying the balance of rent owed.
 - If applying for Rapid Rehousing, Rental Assistance is the only eligible housing cost.
 - Rental Assistance CANNOT be combined with Operating or Leasing in a single structure.

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Recap from Part 1: CoC Grant Budget Overview

Supportive Services Costs: HUD allows grantees to apply for supportive services costs in the following areas:

Annual Assessment of Service Needs	Transportation	**Education services	**Mental health services
Assistance with moving costs	Utility deposits	**Employment assistance and job training	**Outpatient health services
Case management	**Child care	**Food	**Substance abuse treatment services
Housing search and counseling services	**Education services	**Legal services	Operating Costs^
Outreach services	**Employment assistance and job training	**Life skills training	

* And ^ - More info in part 1

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What can the HUD CoC grant pay for?

The HUD CoC Virtual Binders are an excellent resource on CoC eligible costs:

<https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/coc-eligible-activities/coc-eligible-activities-overview/>

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Budget Template Review (with examples)

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Next Steps

TIPS TO PREPARE FOR THE NEW PROJECT RFP

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Tips to Prepare for the New Project RFP

- **Review last year's new project RFP, new project application, and new project scoring tool (RFP, application questions, and scoring tool are likely to be similar – though not identical – this year):**
 - East:
 - <https://pennsylvaniacoc.org/eastern-pa-coc-fy2023-coc-nofo-competition>
 - <https://mailchi.mp/pennsylvaniacoc/fy23-coc-competition-rfp-for-new-projects-15731921>
 - West:
 - <https://pennsylvaniacoc.org/western-pa-coc-fy2023-coc-nofo-competition>
 - <https://mailchi.mp/dd720ba31ec4/2023-coc-new-project-rfps-15862297>

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Tips to Prepare for the New Project RFP

- **Begin outlining your new project design and application responses. Think about:**
 - The housing/services needs in the geography your organization is looking to serve
 - Whether there are specific subpopulations this project might serve
 - The type of project (e.g., PSH, RRH, TH/RRH) best suited to address the need AND that your organization has capacity to administer
 - If PSH, the housing model that is best suited for the project (rental assistance, leasing, operating)
 - The range of supportive services your organization is equipped to provide

(continued on next slide)

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Tips to Prepare for the New Project RFP

(continued)

- **Begin outlining your new project design and application responses. Think about:**
 - Whether it would be helpful or needed to bring in subrecipients (e.g., to administer rental assistance or to provide supportive services)
 - Whether your organization has the capacity to administer a federal/HUD grant. If your organization does not have much experience with running federal grant programs (specifically CoC and ESG), consider partnering with another experienced organization.
 - Example: Organization with strong experience applies for a new project as the recipient, with your organization as a sub-recipient.
 - Whether your agency is willing and able to follow CoC requirements (i.e., operate using a Housing First approach, take participants only through CE, enter data into PA HMIS, etc.)
 - Whether your organization can scale down this project and still make it work in the event the CoC approves a smaller budget

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Tips to Prepare for the New Project RFP

- **Begin conversations with local partners about leveraging**
 - Engage in conversations with local healthcare/mental health care/substance use orgs about committing in-kind healthcare resources for your project
 - Engage in conversations with your PHA or local affordable housing orgs about committing housing units for your project
 - If your new project is accepted by the Funding Committee and you are bringing leveraging to your project, you will be required to provide a written commitment of leveraging from your partner organization. DMA can provide templates, as the commitment letter for each type of leverage must contain specific elements in order to be accepted by HUD.

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Tips to Prepare for the New Project RFP

- **Reach out to the CoC for technical assistance if needed, especially around project design questions or healthcare/housing leveraging.**
 - The earlier we can have these conversations, the better. Timelines are very tight once the RFP is released and there is limited availability for technical assistance.
 - Email easterncoc@pennsylvaniacoc.org or westerncoc@pennsylvaniacoc.org to set up technical assistance session (dates offered in May).

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Q&A

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Contact Info



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