SPRINGFIELD-HAMPDEN COUNTY CONTINUUM OF CARE

2022 Special Continuum of Care Competition to Address Unsheltered Homelessness

REQUEST FOR PROPOSALS

New Projects in Hampden County

Total available funding for three years: $4,847,970

[$1,615,990 annually; grants renewable after initial 3-year term]

Allowable program types:

- Street Outreach/Navigation
  - Housing Programs

RFP Available: Monday, August 22, 2022
https://springfieldhampdencoc.wordpress.com

Information Session: Thursday, September 1, 2022, 3 p.m.
Zoom: https://us02web.zoom.us/j/88618982513?pwd=UTVxK2hVTFRNTXU0MHVTTG1GSCtNZz09

Bidder's Conference (Q&A): Monday, September 12, 2022, 3 p.m.
Zoom: https://us02web.zoom.us/j/85790846550?pwd=L2dETTBVUGMxbXBYTzZRNXhpQ0NJUT09

Application Due: Tuesday, September 20, 2022, 5 p.m.
TWO parts: *Esnaps* application PLUS Part 2 CoC Unsheltered application at
https://www.cognitoforms.com/CityOfSpringfield1/FY22CoCUnshelteredPart2ProjectApplication

Contents

A. RFP Overview

CoC Supplemental Competition to Address Unsheltered Homelessness

The Springfield-Hampden County Continuum of Care (CoC) is seeking applications for new projects that will provide outreach services and housing programs to respond to unsheltered homelessness in Hampden County. The CoC intends to submit a consolidated application for multiple programs serving this population to the U.S Department of Housing and Urban Development (HUD) in response to its Notice of Funding Opportunity (NOFO) for the [Continuum of Care Supplemental to Address Unsheltered and Rural Homelessness](#).

Applications for new projects must be submitted to the CoC by 5 pm on September 20, 2022 to be considered for inclusion in the CoC's application to HUD.

Projects funded through this competition will have a three-year operating period starting July 1, 2023. Grants will be eligible for renewal in future CoC competitions.

Eligible Projects

The following types of projects are eligible for funding in this competition:

- Street Outreach and Housing Navigation
- Joint Transitional Housing-Rapid Rehousing
- Rapid Rehousing
- Permanent Supportive Housing

More details about these projects can be found in Section B. Core CoC standards and principles that must be incorporated into the projects are described in Section C.

Innovation

In order to be competitive for funding from HUD, the CoC seeks to include housing projects that leverage housing units and healthcare services not funded by this grant. This may include Housing Stability vouchers that HUD is making available to local housing authorities in connection with this competition. For more information about leveraging and partnership opportunities, attend the CoC's Information Session on September 1, 2022 at 3 p.m.

The CoC is particularly interested in projects that identify innovative approaches to finding, engaging and housing people who are unsheltered.

For outreach and navigation projects, the CoC encourages applicants to consider project models that will increase capacity to make contact and engage people who are least likely to seek out services and are most vulnerable. This may include inclusion of paid peer engagement staff, partnerships with others (community groups, faith-based outreach, volunteer efforts, college programs. etc.), and strong coordination with health and substance use program providers. Outreach programs will be expected to visit encampments. Applicants should consider how to incorporate trauma-informed care and cultural competence into their projects.

For housing programs, applicants should respond to the needs of the unsheltered population and to the challenges of the current rental housing environment. The response may include housing innovations such

as use of master leasing, employment of landlord liaisons/housing search specialists, provision of landlord incentives (as may be made available with Housing Stability vouchers or through use of private funds), and pairing with existing housing resources or new development resources. Innovations may also include program models that work to move people out of unsheltered homelessness quickly, even if that is an initial move to be followed by a later move into an assisted unit. Innovative housing programs might respond to an existing unsheltered group's need for community by housing them at the same time and in close proximity. The goal of this initiative is to measurably reduce the unsheltered population in Hampden County, so there is an expectation that programs will focus on overcoming barriers to housing this population.

To maximize the chance for successful connections to housing, applicants should consider how their program design supports close collaboration between street outreach and housing programs included in this opportunity.

HUD's competition page for this NOFO provides technical assistance that may assist applicants in identifying successful strategies: Continuum of Care Supplemental to Address Unsheltered and Rural Homelessness (Special NOFO) | HUD.gov / U.S. Department of Housing and Urban Development (HUD).

Eligible Populations to be Served; Prioritization

Pursuant to HUD guidance, projects will serve individuals or families meeting the eligibility requirements of paragraphs 1 or 4 of HUD's Final Definition of Homeless, characterized as literally homeless, and summarized below.

Literally homeless

- On the street or another place not meant for human habitation (e.g., car, garage, park, abandoned building); OR
- In shelter including emergency shelter, or hotel or motel paid by government or charity; OR
- In transitional housing and originally came from places not meant for human habitation, emergency shelters, safe havens, or institutions where they resided for 90 days or less and originally came from places not meant for human habitation, safe havens, or emergency shelters; OR
- In an institution (e.g., jail, hospital, juvenile detention) that the individual is exiting and where the individual was resident for 90 days or less AND the individual resided in emergency shelter or place not meant for human habitation immediately prior to entering that institution; OR
- Fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking and who lack resources and support networks to obtain other permanent housing. HUD has made clear that this definition includes people who are survivors of human trafficking.

This initiative is specifically designed to respond to the needs of people who are unsheltered. People who are unsheltered or have significant histories of time unsheltered will be prioritized for all vacancies. Note that this opportunity does not limit eligibility to chronic homelessness.

Eligible Applicants

Non-profit organizations, local and state government, and instrumentalities of local and state government (such as housing authorities) are eligible to apply for grants. For-profit entities are not eligible.

CoC Program Requirements

Funds available through this Request for Proposals (RFP) are subject to requirements of the [Continuum of Care Supplemental to Address Unsheltered and Rural Homelessness](#), and the regulations that guide CoC funding, [24 CFR Part 578](#). Please see Section D of this RFP for eligible costs.

Match Requirement

CoC grants must have a 25% match for the total grant, except for grant-funded leasing costs. Match is actual cash or in-kind resources (or a combination of the two) contributed to the grant. All costs paid for with matching funds must be for activities that are eligible under the CoC grant, even if the recipient is not receiving CoC grant funds for that activity. In-kind match is the value of any real property, equipment, goods, or services contributed to the project that would have been eligible costs under the CoC grant if the recipient was required to pay for such costs with CoC grant funds. Match may be from public or private resources, as long as they are not statutorily prohibited from being used as match and not otherwise leveraged. Existing CoC or ESG grants cannot be used as match, but this does not preclude other federal funding sources.

Housing and healthcare leveraged as part of a project (see below) count towards match.

Housing and Healthcare Leverage

In order to be competitive for funding from HUD, the CoC <u>must</u> apply for permanent supportive housing or rapid rehousing projects that leverage housing and/or healthcare. Projects that meet these requirements will be most competitive in this local RFP.

Leveraged Housing The leveraged housing bonus will apply to permanent supportive housing or rapid re-housing projects that use housing subsidies or subsidized housing units not funded through the CoC or ESG Programs—for example, units funded by Housing Choice Vouchers (including Housing Stability vouchers), HOME-ARP, or other state or federal housing programs. The number of units required are:

- In the case of a permanent supportive housing project(s), provide at least 50 percent of the units included in the project; or
- In the case of a rapid re-housing project(s), serve at least 50 percent of the program participants anticipated to be served by the project.

Projects selected by the CoC will need to provide a written commitment of the housing resources by October 5, 2022. Documentation may include letters of commitment, contracts, or other formal written documents that demonstrate the number of subsidies or units being provided to support the project.

Leveraged Healthcare: The leveraged housing bonus will apply to permanent supportive housing or rapid re-housing projects that use health care resources to help individuals and families experiencing homelessness. Sources of healthcare resources include: direct contributions from a public or private health insurance provider to the project; provision of health care services, including mental health services, by a private or public organization (including FQHCs and state or local health departments) tailored to the program participants of the project; and direct partnerships with organizations that provide healthcare services,

including mental health services to individuals and families (including FQHCs and state or local public health departments) experiencing homelessness who have HIV/AIDS. The minimum commitment must be for:

- In the case of a substance abuse treatment or recovery provider, it will provide access to treatment or recovery services for all program participants who qualify and choose those services; or
- An amount that is equivalent to 50% of the funding being requested for the project(s) will be covered by the healthcare organization.

Projects selected by the CoC will need to provide a written commitment of the healthcare resources by October 5, 2022. Acceptable forms of commitment are formal written agreements and must include value of the commitment and dates the healthcare resources will be provided. In-kind resources must be valued at the local rates consistent with the amount paid for services not supported by grant funds.

> NOTE: The CoC is working with the state, local housing authorities, and healthcare providers to identify potential sources of housing and healthcare leverage. The CoC will share this information at the Zoom session scheduled for September 1, 2022 at 3 p.m.

Grant Management; Reporting and Evaluation Requirements

The City of Springfield, as the unified funding agency for the CoC, is the direct recipient of the CoC funds from HUD, and will enter into subrecipient contracts with successful applicants. See the City's Springfield-Hampden County CoC Guidance for Subrecipients for details regarding grant management. Funded programs will be required to comply with all CoC reporting requirements.

Homeless Management Information System (HMIS)

All successful project applicants, with the exception of entities that are victim service providers, must participate in the CoC's Homeless Management Information System (HMIS). Access to the HMIS is made available to CoC grantees at no cost, and the CoC provides training in use of the system. Victim services providers are required to use a comparable data collection system for recording client-level data.

Coordinated Entry System

The CoC operates a coordinated entry system, in which persons to be referred to housing are assessed using a common assessment tool, and are placed on a shared wait list which prioritizes eligible applicants by need. All successful applicants are required to participate in the CoC's coordinated entry system, and are required to fill all housing vacancies through the coordinated entry system.

Application Submission Requirements

Project applications are due Tuesday, September 20, 2022 by 5:00 p.m.
See section E for details about the application process.

Project Review and Selection

All timely applications will be subject to threshold review by the City of Springfield. Applications that meet the threshold will be scored by an Application Review Committee, which will be made up of Board and

community members not associated with any applicant organizations and persons with lived experience of homelessness. The Application Review Committee will make the final applicant selection decisions.

Selected projects will be awarded for a three-year contract term with potential for renewal through future HUD CoC competitions as part of the Springfield-Hampden County CoC. The initial three-year term will begin as early as July 1, 2023, but may depend on contract execution and the satisfaction of program start conditions as determined by HUD.

For the application scoring criteria, see section E.

Schedule

Aug. 22	RFP released
Sept. 1, 3 pm	Information session
Sept. 12, 3 pm	Bidder's conference
Sept 14, 4 pm	Deadline for submitting written questions
Sept. 16	Written responses to questions provided to all applicants
Sept. 20	RFP responses due
Oct. 5	Projects notified of selection
Oct. 18	Complete CoC application posted online
Oct. 20	CoC application submitted to HUD
Early spring 2023	HUD selections announced
July 1, 2023	Expected start date of projects if CoC is awarded funds

B. Eligible Projects

1. Street Outreach and Housing Navigation Project

Street Outreach and Housing Navigation will consist of location and engagement of people who are unsheltered, and provision of assistance to them to obtain stable housing. This program type is expected to include:

- Outreach to encampments and places where unsheltered people are
- Consistent and repeat engagement of people who are unsheltered
- If desired, provision of assistance to unsheltered people with movement to noncongregate or other shelter or transitional housing
- Assessment of needs
- Assistance with obtaining birth certificates, social security cards, identification and other critical documents

- Connection with services and resources
- Placement on the CoC's by-name list and assistance in applying for or submitting documentation for housing placements
- Coordination with other entities doing outreach and with providers who serve the unsheltered population
- Participation in regular CoC case conferencing meetings
- In coordination with housing provider, assistance in securing resources for move-in, including security and utility deposits, and basic furniture and household goods
- In coordination with housing provider, assistance with actual move-in to housing units
- Coordination with housing program staff to ensure a warm hand-off

Street Outreach and Housing Navigation projects should incorporate the expertise of those with lived experience of homelessness. The program must serve all of Hampden County, and should expect to undertake regular street outreach, at a minimum, in Chicopee, Holyoke, Springfield, West Springfield, and Westfield. The CoC notes a particularly strong need for housing-focused street outreach in Holyoke, as demonstrated by a very high number of unsheltered people in Holyoke at the 2022 point-in-time count.

2. Housing Programs

There are three possible housing types available in this funding opportunity:

a. Joint Transitional Housing-Rapid Rehousing (TH-RRH)

A joint TH-RRH project provides two types of housing. TH housing are units owned or leased by the program, which may enable someone to move in immediately. RRH is tenant-based rental assistance. Participants in TH-RRH programs must be provided a choice of TH or RRH, and can choose to move from TH to RRH. Participants may receive a maximum of 24 months of assistance. HUD requires that a Joint TH-RRH project must have available the resources to provide twice as many RRH subsidies as it has TH units.

TH-RRH programs provide an opportunity to immediately move people off the street (into TH), while also providing the opportunity to use rapid rehousing assistance once an individual can locate a unit.

b. Rapid Rehousing (RRH)

A RRH project provides medium-term tenant-based rental assistance (up to 24 months) with supportive services. RRH may be beneficial for someone who will be able to take over the rent at the end of the assistance period, or may serve as a bridge while a person waits to be admitted to a subsidized or PSH unit.

c. Permanent Supportive Housing (PSH)

PSH is permanent housing in which supportive services are provided to assist homeless persons with a disability to live independently. PSH may be in a building owned or controlled by the program, or may use scattered site units. Eligibility is limited to persons with a disabling condition.

Housing Program Requirements

The CoC requires housing programs funded through this initiative to meet the following requirements:

- The program must operate as a low-demand, Housing First program. Housing First approaches do not impose preconditions such as sobriety, minimum income requirements, absence of a criminal record, completion of treatment, participation in services, or other unnecessary conditions. Housing First programs strive to address potential landlord-tenant problems to avoid eviction, and prioritizes avoidance of returns to homelessness. Housing First programs do not impose rules upon participants other than what is typical in a rental agreement.
- Programs that will use tenant-based rental assistance or scattered site units must include staff that will conduct outreach to landlords
- Coordination with outreach/navigation staff to provide assistance in securing resources for move-in, including security and utility deposits, and basic furniture and household goods
- Coordination with outreach/navigation staff to provide assistance with actual move-in to housing units
- Coordination with outreach/navigation staff to ensure a warm hand-off

C. Core CoC Standards

All projects must adhere to the following standards and principles:

Immediate Access to Housing with No Preconditions

The CoC uses a Housing First model in which participants are provided housing without first having to prove they are "ready" (for example, through abstaining from substance use, engaging in treatment or counseling programs, or having a certain level of income to be able to contribute to housing costs). Programs will accept participants without regard to credit barriers, landlord screening, or criminal background.

Participant Choice

The CoC is firmly committed to participant choice. Programs must be based on voluntary choice and participants must not be penalized for not accepting certain proposed services or outcomes. Programs offer services, and participants choose whether to accept what is offered.

Trauma-Informed Care

Many people who experience homelessness have experienced trauma, and homelessness itself is traumatizing. Trauma Informed Care (TIC) is an organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of trauma. For more information, see SAMHSA's National Center for Trauma-Informed Care. The CoC expects all organizations and programs funded through this opportunity to be trauma-informed.

Collaboration with People with Lived Experience (PWLE)

A critical component of this initiative is collaboration with PWLE in all levels of program development, monitoring, and assessment. All funded projects will need to have or develop mechanisms for people served

by the project to provide meaningful and ongoing input on project design, rules, service practices and policies, as well as a formal grievance policy that is provided to all participants. All CoC funding recipients need to have a minimum of one person with lived experience of homelessness on their board or equivalent governing body, and are encouraged to have more than one person.

Equity

Persons of color experience disproportionately high rates of homelessness. Programs must take steps to understand and respond to the effects of this inequity.

Serving Special Populations

Certain populations are more likely to experience homelessness and may have special needs that must be taken into account when providing services. These include LGBTQ+ and gender-non-conforming; victims of sexual trafficking and exploitation; and people with disabilities. Programs must take the needs of these populations into account in program design and implementation.

Support for Program Staff/Living Wage

The CoC expects applicants to prepare budgets that provide appropriate support for program staff. While benefit packages are individual to each agency and may influence staff salaries, the CoC generally expects full-time staff positions to be paid at least $41,600 per year/$20 per hour.

D. Eligible Costs

The following guidance indicates the costs that may be included in program budgets, to be paid for by the CoC grant or by matching funds.

Rental Assistance

Rental assistance for homeless individuals and families, including tenant-based rental assistance. Grant funds may be used for security deposits in an amount not to exceed two months of rent, as well as last month's rent.

Leasing

The costs of leasing scattered site units to provide housing to homeless persons.

Leasing: Limits on rent costs. Rents paid must be reasonable in relation to comparable space or units, and may not be more than the owner charges others for comparable units.

Utilities. Utilities are not a leasing line item. If the landlord does not provide utilities, utility costs are an operating cost.

Security deposits and first and last month's rent. Grant funds may be used to pay security deposits, in an amount not to exceed two months of actual rent, as well as last month's rent.

Supportive Services

The eligible costs of supportive services that address the special needs of the program participants.

Supportive Services in PSH, RRH, and TH-RRH Programs Must Relate to Housing Stability

CoC supportive services must be necessary to assist program participants obtain and maintain housing, and agencies must conduct an annual assessment of the service needs of the program participants and adjust services accordingly.

Eligible supportive services costs:

- Reasonable one-time moving costs
- Case management
- Food—meals or groceries for program participants
- Housing search and counseling services
- Life skills training
- Outreach services
- Transportation
- Utility deposits (one-time fee, paid to utility companies)
- Direct provision of services: 1) costs of labor, supplies, and materials; and 2) salary and benefit packages of service delivery staff

Ineligible costs: Any cost that is not described as an eligible cost is not an eligible cost.

Operating Costs

Grant funds may be used to pay the costs of the day-to-day operation of TH or PSH in a single structure or individual housing units.

Eligible operating costs:

- Maintenance and repair of housing
- Property taxes and insurance
- Building security for a structure where more than 50 percent of the units or area is paid for with grant funds
- Electricity, gas, and water
- Furniture
- Equipment

Ineligible costs Program funds may not be used for rental assistance and operating costs in the same project. Program funds may not be used for the maintenance and repair of housing where the costs of maintaining and repairing the housing are included in the lease.

Project Administration

The HUD-allowed administrative costs for new grants are 10%. The program may retain the entire 10%.

E. Application Process

Applicants will need to complete two parts to the application and submit them both by the deadline of 5 pm on September 20, 2022. Part 1 is the HUD application in the *esnaps* online system and Part 2 is available at https://www.cognitoforms.com/CityOfSpringfield1/FY22CoCUnshelteredPart2ProjectApplication

Applicants must provide notice to gmccafferty@springfieldcityhall.com of the intent to submit an application and whether the new project being created is 1) Street Outreach and Housing Navigation; 2) Joint Transitional Housing-Rapid Rehousing; 3) Rapid Rehousing; or 4) Permanent Supportive Housing. Within 2 business days of notification, the new project application will be set up in *esnaps* and ready for entry of application information.

New project sponsors must open the new project application, fill in application information, and upload required supporting documents. Once complete, applicants must submit the expansion or new application in *esnaps*. New project applicants must also submit the part 2 application available at https://www.cognitoforms.com/CityOfSpringfield1/FY22CoCUnshelteredPart2ProjectApplication

ESNAPS Guidance and Technical Assistance

Esnaps is available at e-snaps : CoC Program Applications and Grants Management System. Any applicant that does not already have the ability to log in to the CoC's *esnaps* account must request access by sending an email to gmccafferty@springfieldcityhall.com. Contact this same address to request technical assistance regarding *esnaps* use throughout the application process.

Questions about the RFP

Applicants may not contact City staff directly with questions about the RFP. The following are the only ways to seek additional information or ask questions about the RFP:

1. **Information Session** An information session will take place September 1, 2022, 3 p.m., at the link below. This session will include information about potential sources of housing and healthcare leverage. Zoom:
   https://us02web.zoom.us/j/88618982513?pwd=UTVxK2hVTFRNTXU0MHVTTG1GSCtNZz09

2. **Bidders Conference** A bidders' conference/question and answer session is scheduled for September 12, 2022, at 3 pm, via Zoom at the link below:
   https://us02web.zoom.us/j/85790846550?pwd=L2dETTBVUGMxbXBYTzZRNXhpQ0NJUT09

3. **Submission of written questions**. Written questions may be submitted to gmccafferty@springfieldcityhall.com. The questions will be answered in writing, with the responses provided to all applicants who have created an application in *esnaps*. The deadline to submit written questions is September 14, 2022.

Instructions for Submission of Application in *ESNAPS*

1. Applicant access to *esnaps*.

- The applicant must designate a staff person to access *esnaps*.
- The designated individual must visit the *esnaps* site, www.esnaps.hud.gov, click the "Create Profile" button, and provide the required information. Following this step, the individual must send an email to gmccafferty@springfieldcityhall.com, and request that the individual be linked to the Springfield-Hampden County CoC account. An email will be sent confirming that the individual has been added.
- Send notice to gmccafferty@springfieldcityhall.com of the intent to apply for a new project, the name of the new project, and whether the new project is: 1) Street Outreach and Housing Navigation; 2) Joint Transitional Housing-Rapid Rehousing; 3) Rapid Rehousing; or 4) Permanent Supportive Housing.
- An email will be sent confirming that the project has been set up.

2. Accessing program application in *esnaps*.

- The applicant's *esnaps* user should log-in to *esnaps* and click the "Submissions" button in the left-hand column. At the top middle of the page that opens is a section named "Submissions Filters" and the top line is "Applicant Project Name." Use the drop-down menu to find your project. Once your agency and program name are in the box from the drop-down menu, click the "Filter" button.
- Once the system filters to only your program, look in the second column for "**Unsheltered Homelessness Set Aside Project Application FY2022**." To open the application, click on the orange and grey icon to the left of the program name.

3. Completing the *esnaps* application.

- Note the initial screens of the *esnaps* application have been completed by the City of Springfield. Because HUD grants are awarded to the City, the City is considered the applicant. Each program grantee is a subrecipient. Complete all information that has been left blank.
- HUD usually posts detailed instructions for completing the application. When available, HUD will publish the instructions at
  [Continuum of Care Supplemental to Address Unsheltered and Rural Homelessness (Special NOFO) | HUD.gov / U.S. Department of Housing and Urban Development (HUD)](#)

4. *Esnaps* attachment

- All new applications must contain documentation of the agency's 501(c)(3) status, which must be uploaded on the Attachments screen.

5. Submittal of the *esnaps* application.
- Once the application is complete, the "Submit" button on the final screen will no longer be greyed out. Click the Submit button.

Instructions for Submission of Part 2 Application/Materials

In addition to the *esnaps* submission, applicants must respond to the questions and attach the following documents to the Part 2 application at
https://www.cognitoforms.com/CityOfSpringfield1/FY22CoCUnshelteredPart2ProjectApplication
and submit by the competition deadline of 5:00 pm on September 20, 2022.

Applicants must submit:

- Agency Articles of Incorporation
- Current List of Board of Directors with identification of Officers and terms
- Certified Organization Audit/Financial Statements of most recent year:
    - Copy of Single Audit (Required if $750,000 or more in aggregate Federal funds expended); or
    - Financial statements audited by a CPA (if not bound by the requirements of 2 CFR 200.501)
- Agency Financial Management Policies and Procedures
- Organization's Anti-Discrimination Policy
- Organization's Diversity and Inclusion Policy

THE ESNAPS SUBMISSION, THE PART 2 APPLICATION, AND REQUIRED ATTACHMENTS MUST BE SUBMITTED BY 5:00 P.M. ON SEPTEMBER 20, 2022.

Threshold Review

To be eligible for consideration by the CoC Scoring and Ranking Committee, all projects must first successfully pass a review of threshold requirements. City of Springfield CoC staff will perform a threshold review of all submitted projects. ***Each project must meet the following minimum standards:***

1. The application must be submitted on time.

2. The application must be complete and data consistent.

3. The applicant must show commitment of required match.

4. The project must be financially feasible.

5. The applicant must provide documentation of organizational financial stability. (This is a review of audits/financial statements.)

6. Housing programs must commit to operate using a Housing First model.

Competitive Review

All applications that meet the threshold requirements will be forwarded to the CoC Scoring and Ranking Committee for evaluation, selection and ranking. Appendix A provides the scoring criteria that will be used to score new projects.

Please review the scoring criteria in connection with your responses. Applicants must make sure that answers to questions in *esnaps* are responsive the scoring criteria.

Selection. Once the committee completes the scoring and ranking, the committee may consider the CoC's overall strategy and mix of project types, ensure that the final choices will include both outreach/navigation and housing, and may adjust budgets and produce the final ranking of projects to be included in the CoC application. The Committee's rationale for any adjustments will be recorded and made public with the published rankings.

Project selections and rankings will be provided to proposers by written notice and published on the following website no later than October 5, 2022:

> Springfield-Hampden Continuum of Care
> https://springfieldhampdencoc.wordpress.com/

Applicants not selected by the CoC to be included in the CoC submission to HUD may appeal by submitting their *esnaps* Solo Application directly to HUD no later than 8:00 p.m. on October 20, 2022.

Appendix A: Project Scoring Tool for Ranking and Tiering

Category	Measure	Source	Point Value	Scoring Criteria	Points Awarded
Experience	**Experience:** Applicant has experience working with the proposed population and in providing services/housing similar to that proposed in the application	*Esnaps* application (screen 2B, #1)	8	Applicant has experience with population and with services/housing proposed = 8 points Applicant has experience with population but not with the services/housing proposed = 5 points Applicant does not have experience with population, but does have experience with services/housing proposed = 3 points	
Program design	**Program design**: Scope of proposed project is responsive to the needs of the population to be served and is designed to assist participants to become housed quickly and successfully	*Esnaps* application (screen 3B, ## 1 and 5)	10	Program design addresses needs regarding engagement and overcoming barriers to accessing and sustaining housing, and provides sufficient support to participants = 10 points	
Program Design	**Understanding of Housing First model**: Understanding of and commitment to Housing First approach	Part 2 Application	5	Applicant identifies lack of preconditions, no requirement of "housing readiness," no required services, and commitment to housing stability for all participants; housing programs do not exclude for criminal background except as required by law = 5 points	
Points in the green-shaded rows are only available to housing projects					
Housing program design	**Housing leverage**: Project leverages housing resources with housing subsidies/units not funded through CoC or ESG	Leverage commitment	9	Meets 50% requirement stated in RFP = 9 points	
Housing program design	**Healthcare leverage**: Project leverages health resources, including a partnership with a healthcare organization	Leverage commitment	9	Meets 50% requirement (or substance use treatment for all) requirement in RFP =9 points	
Points in the blue-shaded rows are only available to outreach/navigation projects					
Outreach program design	**Outreach model and staffing:** Program staffed sufficiently to cover geographic area and with capacity to engage target population	Part 2 Application	9	Applicant's program model indicates sufficient capacity and inclusion of staff with expertise and cultural competence to engage unsheltered population = 9 points	

Outreach program design	**Outreach to encampments**: Project plan to provide outreach to encampments of unsheltered individuals	Part 2 Application	9	Applicant describes program activities likely to be successful in connecting with and engaging people living in encampments = 9 points	
Program design	**Innovation**: Applicant identifies one or more aspects of program design or use of resources that is innovative	Part 2 Application	5	Applicant clearly identifies an innovative strategy specifically designed to meet the needs of the unsheltered population and/or respond to current housing challenges = 5 points	
Quality Services	**Trauma-Informed Care:** Organization is committed to TIC	Part 2 Application	8	Applicant demonstrates that organization operates using a TIC approach = 8 points	
Equity	**Overcoming BIPOC Barriers to Successful Program Participation:** Identifies barriers (to access to and/or successful participation) expected to be faced by BIPOC and has created strategies to eliminate those barriers	Part 2 Application	8	Applicant identifies barriers faced by BIPOC and concrete actions to eliminate = 8 points Identifies barriers faced by BIPOC but does not identify concrete actions to address = 1 point	
Equity	**Diversity among Leadership**: Under-represented individuals (BIPOC and LGBTQ+) at Board and senior leadership level	Part 2 Application	8	Leadership reflects homeless population (at least 60% BIPOC/LGBTQ+) = 8 points Demonstrates diversity (at least 25% BIPOC/LGBTQ+) = 5 points Minimal diversity (at least 10% BIPOC/LGBTQ+) = 2 points	
Equity	**Persons with Lived Experience**: Organization has involved PWLE in program design and commits to meaningful inclusion of PWLE in program implementation	Part 2 Application	7	Demonstrates that PWLE were included in program design = 3.5 points Demonstrates commitment to inclusion of PWLE in program implementation = 3.5 points	
Equity	**Anti-Discrimination and Diversity and Inclusion Policies:** 1) Organization has a nondiscrimination policy that includes LGBTQ+ population, and 2) Organization has a Diversity and Inclusion Policy	Part 2 Application Attachment	7	Has anti-discrimination policy that includes LGBTQ+ <u>and</u> has a Diversity and Inclusion Policy= 7 points Has anti-discrimination policy that includes LGBTQ+ but no Diversity and Inclusion Policy = 4 points	

Equity/ Administration	**Budget:** Budgeted costs are reasonable, allocable, and allowable and project pays full-time staff with salaries that meet CoC expectations	*Esnaps application - budget*	6	Budget costs reasonable, allocable, allowable = 2 points FTEs are paid minimum of $41,200 or $20/hour, or lesser pay is justified by significant benefit package = 4 points	
Administration	**Cost effectiveness:** Project has reasonable cost per person	*Esnaps application – budget and number served*	5	For housing programs: ≥ $12,000 = 5 points For outreach programs: ≥ $1,000 = 5 points	
Administration	**Audit:** Agency audit contains no findings and identifies agency as low risk	Agency audit	5	Meets requirement = 5 points	
TOTAL			**100**		
Bonus points: Program will respond to the large need in Holyoke (demonstrated by the 2022 PIT count)			5	Applicant's project description clearly incorporates commitment to serving unsheltered population in Holyoke. For housing program, units are located in Holyoke = 5 points	
Bonus points: Housing projects that include development of new units of housing. Note that this RFP does not provide funding for acquisition or development, so this requirement may only be met by development undertaken with other funding sources—either by the organization itself or through partnership with a development organization.			10	Housing project incorporates new housing units created through new construction or adaptive reuse = 10 points	