

# Dept. of Grants and Community Development

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## City Council CDHS Presentation

May 26<sup>th</sup>, 2020





# Agenda

At the request of the Committee, today's presentation is focused primarily on the HOPWA program.

1. Status of requirements related to the HOWPA award and special conditions
2. Update on HOPWA contracts, reimbursements, and overall funding
3. Review of the Notice of Funding Announcement (NOFA) and award processes
4. Update on the COVID-19 NOFA
5. Update on HOPWA central intake
6. Plans for FY21 and beyond



# (1) Status of HOPWA special conditions

Based upon findings from monitorings and investigations, HUD placed special conditions on our HOPWA awards.

To address any remaining findings and meet the special conditions, the City is working with HUD to ensure the requested information is provided and the special conditions are fulfilled. Below are updates on each of the items required to fulfill the conditions.

Item	Due Date	Status	Next Steps
Staffing Plan	Feb. 19 <sup>th</sup> (15 days)	Submitted to HUD 02/19/20. Received feedback	Sent update version 03/31/20 and awaiting HUD feedback and approval
<b>The Grantee must provide biweekly progress reports on each of the special conditions outlined in the February 4, 2020 letter</b>	Weekly	Submitting to HUD weekly and Senior staff conducting calls with the local HUD CPD office	On-going progress report and calls to be sent to Atlanta HUD CPD.
<b>Updated Data Breach/Confidentiality Policy</b>	Mar. 4 (30 days)	Submitted to HUD 03/05/20, awaiting approval	Training to be completed with staff, contractors, and project sponsors after HUD's approval. Training to be completed within 90 days of HHUD's approval
<b>Updated Financial Mgmt. Internal Controls Policy</b>	Mar. 4 (30 days)	Submitted to HUD 03/05/20, awaiting approval	Training to be completed with staff, contractors, and project sponsors after HUD's approval. Training to be completed within 90 days of HHUD's approval
<b>Updated Program HOPWA and Project Sponsor Policies and Procedures Manual</b>	Mar. 25 (45 days)	Submitted to HUD 03/19/20, awaiting approval	Training to be completed with staff, contractors, and project sponsors after HUD's approval. Training to be completed within 90 days of HHUD's approval

# (1) Status of HOPWA special conditions, cont.



Item	Due Date	Status	Next Steps
<b>Updated DGCD Monitoring Guide</b>	Mar. 25 (45 days)	Submitted to HUD 03/19/20, awaiting approval	Training to be completed with staff, contractors, and project sponsors after HUD's approval. Training to be completed within 90 days of HUD's approval
<b>Updated Procedures for assessing TBRA, leasing, and overpayments</b>	Mar. 25 (45 days)	Submitted to HUD 03/19/20, awaiting approval	Training to be completed with staff, contractors, and project sponsors after HUD's approval. Training to be completed within 90 days of HUD's approval. Ensure within 45 days of approval, to correct the overpayments via the Project sponsors
<b>Update Monitoring Approach and Reimbursement Process</b>	Mar 31st	Submitted updated reimbursement process, monitoring guide and risk analysis to HUD 03/31/20	All pay request are sent to a centralized email box grantpayments@atlantaga.gov. Awaiting approval and feedback
<b>Plan of action for development of specific staff positions including hiring of additional staff where necessary</b>	Mar 31 <sup>st</sup> per HUD letter 03/18/20	Submitted the plan of action, organizational chart, staffing matrix (daily tasks and experience level), and staff work plans to HUD 03/31/20, awaiting approval	DGCD welcomed two recent hires in March. These new hires were a Financial Analysts, Sr: Patricia Wright and Management Analyst, Sr: Tara Hood. An additional staff member, Assistant Grants Manager: Denise Zeigler was moved to assist with the HOPWA Program. The hiring of vacant positions such as Compliance Specialist, Environmental Specialist, Grants Service Mgr., Commissioner, Grants Director have been posted. Both the Compliance Specialist, Environmental Specialist have closed, and the hiring manager are working with HR to schedule interviews.

# (1) Status of HOPWA special conditions, cont.



Item	Due Date	Status	Next Steps
<b>Training and preparation of all staff for their specific position responsibilities, including specific training and skill development necessary to implement the Grantee's internal program administration procedures and to successfully use HUD computer systems and other processes required to efficiently and effectively administer its HUD grants;</b>	Mar 31 <sup>st</sup> per HUD letter 03/18/20	The Grants Services Manager has determined that training will be conducted with all current staff. Submitted a training chart reflecting time allocation for the grant, training plan, training schedule, samples of the newly created training progress, training request, and individualized development plan/staff assessment forms to adequately assess knowledge gaps and provide the appropriate training intervention for the team to HUD 03/31/20. Awaiting approval.	Awaiting approval and feedback
<b>Plans and benchmarks for staff to ameliorate the outstanding findings and conditions herein;</b>	Mar 31 <sup>st</sup> per HUD letter 03/18/20	Submitted to HUD 03/31/20 response that DGCD has improved the RFP process to be more transparent and to comply with CFR § 200.320 (Uniform Administrative Requirements using the electronic platform, E-Civis. Proposals for FY20 funding were completed. DGCD made every attempt to simplify the process, help proponents know exactly how to apply and provided Technical Assistance.	Awaiting approval and feedback

While awaiting approvals from HUD, the team continues to review other policies and procedures for updates, performs and prepares for monitoring, and finalizes the upcoming trainings.



## (2) Update on HOPWA contracts and reimbursements - Overview

Contract and expenditures have and/or are taking place related to FY15-17, FY16-18, FY17-19, and FY18-20 contracts.

FUNDING OBLIGATED	FUNDING EXPENDED	FUNDING REMAINING	REIMBURSEMENTS PROCESSING*
\$87,259,251.10	\$64,219,513.74	\$23,039,737.36	\$2,975,550.65

- Ongoing and extended contracts for FY17-19 and FY18-20 account for \$17.9 million of the funding remaining
- Analysis of reprogramming needs is taking place due to some project sponsor awards not being expended – estimated between \$4-6 million
- Working with HUD to expend older FY15 and FY16 funds that remain – some funds may be not be extended

**The FY19-21 and FY20-22 contracts are in development and will fund some prior expenses back to July 1, 2019 and future expenses for the next 2-3 years.**

FY19	FY20
\$22,696,697.00	\$22,795,463.50

\*This amount changes every day as reimbursements requests are submitted to the City



## (2) Update on HOPWA contracts and reimbursements – By Project Sponsor

PROJECT SPONSOR	FUNDING OBLIGATED**	FUNDING EXPENDED	FUNDING REMAINING**	REIMBURSEMENTS PROCESSING*	COMMENTS
AFRICAS CHILDRENS FUND	\$100,000.00	\$15,758.17	\$84,241.83		
AID ATLANTA	\$8,736,899.10	\$5,855,351.95	\$2,881,547.15	\$457,548.28	Required adjustment of POs. Expect approx. \$300k in payments this week.
AIDS ATHENS	\$2,186,098.00	\$1,559,108.72	\$626,989.28	\$34,849.27	
AIDS LEGAL	\$211,201.00	\$211,201.00	\$0.00		
ANTIOCH-MATTHEW'S PLACE	\$1,363,592.00	\$1,003,283.19	\$360,308.81	\$64,647.19	
ATLANTA LEGAL AID	\$280,000.00	\$251,932.00	\$28,068.00		
CARINGWORKS	\$649,000.00	\$184,911.78	\$464,088.22	\$106,121.27	Awaiting new PO. Expect approx. \$50k in payments this week.
COBB COUNTY	\$577,990.00	\$351,887.70	\$226,102.30	\$1,199.55	
COVENANT HOUSE	\$270,000.00	\$27,520.48	\$242,479.52		
DEKALB COUNTY BOH	\$492,788.00	\$326,040.66	\$166,747.34	\$15,554.22	
EDGEWOOD (AHS)	\$2,003,034.58	\$2,003,034.58	\$0.00		
ESSENCE PROJECT IV (ESSENCE OF HOPE)	\$200,000.00	\$0.00	\$200,000.00		
FURNITURE BANK	\$217,560.00	\$217,554.00	\$6.00		
HERE'S TO LIFE (PHOENIX RISING)	\$540,575.00	\$141,370.09	\$399,204.91	\$41,876.29	

\*This amount changes every day as reimbursements requests are submitted to the City

\*\*Reprogramming is currently in progress for some project sponsors, changing the funding obligated and remaining amounts



## (2) Update on HOPWA contracts and reimbursements – By Project Sponsor

PROJECT SPONSOR	FUNDING OBLIGATED**	FUNDING EXPENDED	FUNDING REMAINING**	REIMBURSEMENTS PROCESSING*	COMMENTS
HOPE THROUGH DIVINE INTERVENTION (H.T.D.I)	\$540,575.00	\$120,847.27	\$319,727.73	\$6,692.17	
JERUSALEM HOUSE	\$25,505,738.89	\$22,949,031.99	\$2,556,706.90	\$1,396,927.91	Required contract and budget amendments on four contracts, then reissuance of all POs. Expect approx. \$600k in payments this week and another \$150k the week after.
LIVING ROOM	\$9,063,893.28	\$8,227,298.66	\$836,594.62		Additional funds will be reprogrammed
MAKING A WAY HOUSING	\$2,292,581.00	\$1,885,715.75	\$406,865.25		
MERCY CARE (EDGEWOOD SUPP)	\$451,318.00	\$357,888.51	\$93,429.49		
NAESM	\$799,641.00	\$572,660.06	\$226,980.94		
NARNIA HOUSING (HIGHLAND RIVERS)	\$247,172.00	\$167,336.31	\$79,835.69		
OPEN HAND	\$1,215,226.00	\$1,215,225.35	\$0.65		
POSITIVE IMPACT HEALTH CENTERS	\$6,208,734.00	\$2,796,424.86	\$3,412,309.14	\$360,490.20	Required contract and budget amendments then reissuance of POs.\$676k paid on Friday. Expect additional \$214k payment this week.
SOUTHSIDE MEDICAL CENTER	\$4,368,917.38	\$2,892,688.52	\$1,476,228.86		Will be reprogrammed.
TRAVELERS AID (HOPE ATL)	\$15,492,952.62	\$9,574,781.40	\$5,918,171.22	\$489,644.30	Required contract and budget amendments then reissuance of POs. Expect approx. \$250k in payments this week.
VEO	\$123,050.00	\$104,388.33	\$18,661.67		
YAGC	\$250,000.00	\$115,717.00	\$134,283.00		

\*This amount changes every day as reimbursements requests are submitted to the City

\*\*Reprogramming is currently in progress for some project sponsors, changing the funding obligated and remaining amounts





## (2) Update on HOPWA contracts and reimbursements – Areas for Improvement

- **Internal processes and systems** – Must clarify and improve processes and systems that cover current gaps in communicating with providers, tracking, and reporting.
  - Launched transition to electronic processes in March / April
  - Launched internal tracking tools last week
  - Further improving processes and systems with internal and external support
- **Training and technical assistance to project sponsors** – To make the transition to electronic processes and to comply with HUD federal regulatory requirements, additional training and technical assistance is needed.
  - Developed and distributed [training](#) for electronic processes in March
  - Conducting 1:1 technical assistance
  - Planning additional trainings related to policy, manual, compliance, and process updates
- **Metrics and reporting internally and externally** – Identifying ways to capture program outcomes, expenditure timeliness, and compliance data more frequently and integrate into routine meetings, while also sharing externally routinely.
- **Advance program and policies** – Have updated the City's advance policy to provide clearer guidelines for how to request, assessment factors, and financial controls.



# (3) Review of the Notice of Funding Announcement (NOFA) and award processes

**Process** – The award process is an approximately 6-month process typically

#	NOFA Award Process	Timeline
1a	Develop NOFA and application based upon priorities, estimated awards, and latest regulatory guidance.	Day 0 – 10
1b	Create solicitation, application, and evaluation matrix within the eCivis grants management portal	Day 10 -15
2	Release solicitation – NOFA and application	Day 15
4	Conduct technical-assistance (TA) sessions for applicants	Day 20
5	Applicants respond to the NOFA, City posts and answers questions from applicants	Day 15 – 60
6	Provide NPU, CDHS Committee, and relevant departments proposal summary info for comment	Day 60 – 75
7	Evaluation committees for project scoring and finalize funding recommendations	Day 75 – 90
8	Legislation introduced	Day 95
9	Public comment period on proposals (30-days)	Day 95 - 125
10	Public hearing and legislation adopted	Day 125
11	Submission to HUD	Day 130
12	HUD review and approval	Day 130 - 180

## Scoring and funding recommendations process

- Evaluation committee – primarily staff, have utilized advisory committee members, all must sign an ethical conduct form
- Two evaluators per proposal – scoring based upon guidance in the NOFA, responsiveness to requirements, and quality of the applicant's response

### **Application Overview and Evaluation Metrics**

Application Part 1: General Information about the Applicant (5 points)

Application Part 2: Project Information (40 points)

Application Part 3: Organizational Experience and Capacity (25 points)

Application Part 4: Proposed Budget (20 points)

Application Part 5: Organizational Financial Capacity (10 points)

**Bonus: An additional 10pts will be assigned to applications that advance an identified priority**



# (3) Review of the Notice of Funding Announcement (NOFA) and award processes

## Scoring and funding recommendations process, cont.

- Funding recommendations – a formulaic approach to awarding the funds based upon the requirements and average of the evaluator's scores
- Opportunities to improve – dedicated team with the expertise needed to facilitate the process, greater involvement from the community, streamlined application requirements, improved evaluator guidance

## HOPWA NOFA and program administration updates

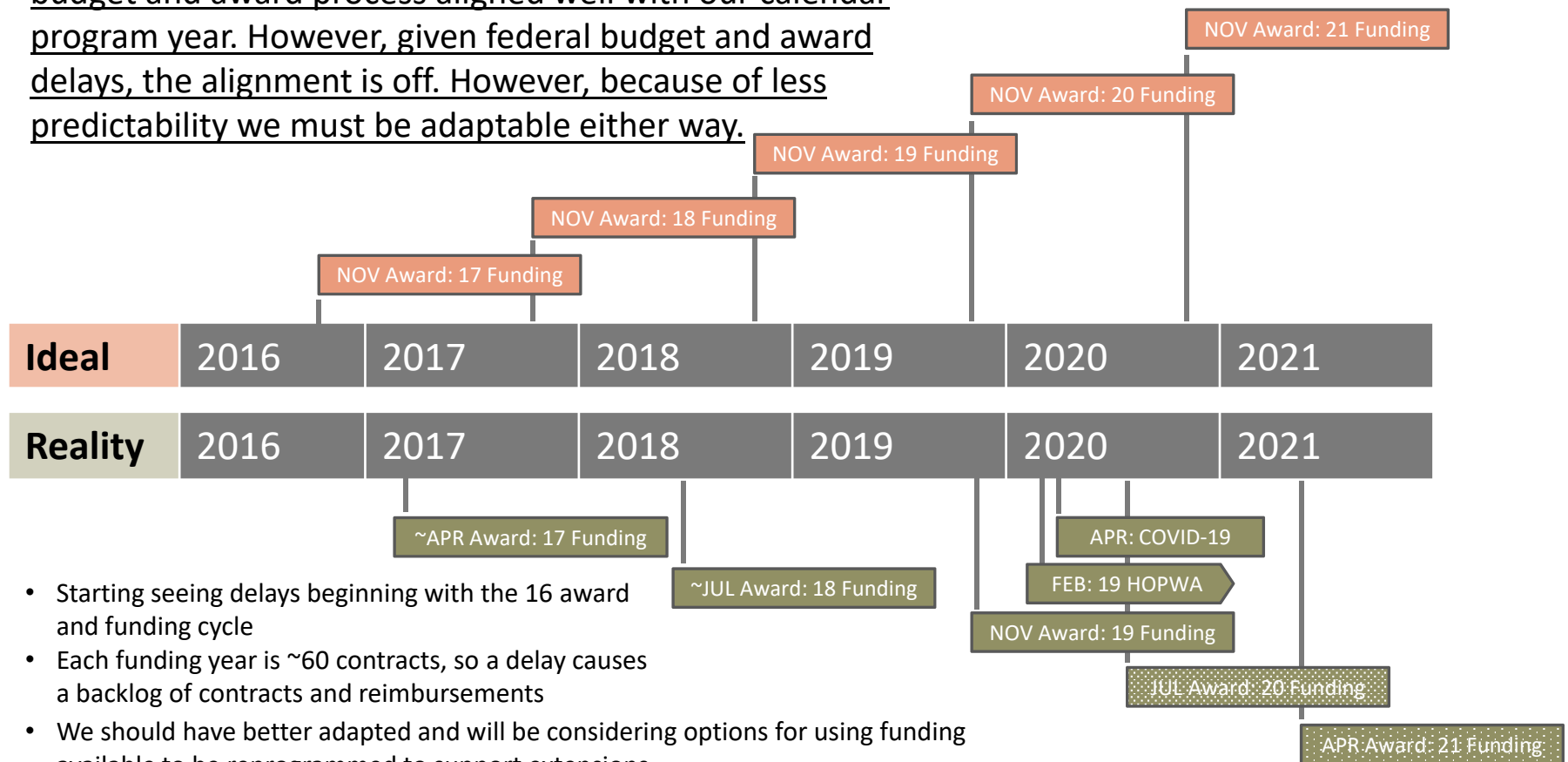
- HOPWA Related Emergency Procurement – Procured services from Partners for HOME to support the emergency housing relocation planning and implementation related to the Living Room, paid for by general funds. The procurement was not related to program administration of HOPWA.
- HOPWA FY20 NOFA – Reissued the FY20 HOPWA NOFA, based upon input from the HOPWA advisory committee, incorporating guidance on priorities, central intake, modernization, and cultural humility
- FY20 and Beyond Program Administration Planning – Based upon input from the advocacy community, the City developed a plan to partner with the Atlanta Homeless CoC (Partners for HOME) for program administration of HOPWA, as other communities have done. Decided to do a full RFP process based upon feedback from the City law. HUD has never disapproved nor instructed the City to conduct an RFP.



# (3) Review of the Notice of Funding Announcement (NOFA) and award processes

Should we change our program year? Currently aligns with the calendar year.

We are considering asking HUD to change our program year to align with our fiscal year. In the past, the federal government's budget and award process aligned well with our calendar program year. However, given federal budget and award delays, the alignment is off. However, because of less predictability we must be adaptable either way.



- Starting seeing delays beginning with the 16 award and funding cycle
- Each funding year is ~60 contracts, so a delay causes a backlog of contracts and reimbursements
- We should have better adapted and will be considering options for using funding available to be reprogrammed to support extensions



## (4) Update on the COVID-19 NOFA

20-O-1335 is being substituted with the funding recommendations.

**Received 50 submitted applications. Recommending funding for 28 applicants.**

Timeline and Steps – Executed a typically 6-month process in less than 2 months	
✓ NOFA Issued	May 1
✓ TA Sessions	May 1 and 5
✓ Proposals Due	May 15
✓ Evaluation of Proposals and Development of Funding Recommendations	May 15-22
Public Comment on Funding Recommendations (HUD waiver)	May 26 – June 1
City Council Committee and Full Council	May 26 and June 1
Target Date for Contracts Executed	Mid-June*

\*Planning for the legislation to be adopted by the Atlanta City Council on June 1<sup>st</sup> and then final approval of the legislation and routing of the contracts will take place.

CARES Act funds may be used to cover or reimburse allowable costs incurred by a grantee or project sponsor for allowable activities **regardless of the date on which such costs were incurred.**

\$1,724,423.75 of HOPWA funds unallocated. Determining options for an additional HOPWA NOFA.



# (5) Update on HOPWA Central Intake

## Coordination and Reporting:

- Bi-weekly coordination meetings and update reporting conducted with project sponsors
- HOPE Atlanta is the lead agency for Central Intake
- Continued need to improve the use, processes, and systems for central intake

## Latest Central Intake Data: (as of May 15, 2020)

- Total intake: 1239 (not all HOPWA eligible)
- Total awaiting referrals (waitlist): 237
- Total referrals: 366 (housing services, including STRMU and PHP services)
- Total housed: 86 (placed into housing, does not include STRMU and PHP)
- Emergency lodging: 125

Planning for Vacancies: Given execution FY19, COVID-19, and FY20 contracts we do expect an increase in services provided (potentially up to 1000 more served over the next year)

## Bi-weekly Update:

Project Sponsors please update your vacancy data via the [HOPWA Central Intake Vacancy Report](#)

**HOPWA Central Intake Update – May 15, 2020**  
Data from October 2019 through May 15, 2020

**Total Intake – 1239** (was 1196 in May 1 update)  
This number represents the total number of adult males, adult females, and children that come through intake, individually or as a household. **This is not representative of the number of HOPWA eligible clients, because not all clients assessed meet the requirements for housing programs, some have self-resolved, and other we are not able to contact.**

- Male – 881 (was 850 in May 1 update)
- Female – 246 (was 236 in May 1 update)
- Transgender – 64 (was 62 in May 1 update)
- Children under 18 years of age – 50 (was 48 in May 1 update)

**Total Currently Awaiting Referrals (Waitlist) – 237** (was 206 in May 1 update)  
This number represents the total number of HOPWA eligible clients that are currently awaiting referrals and are on the waitlist.

**Total Referrals – 366** (was 290 in May 1 update)  
This number represents the total number of HOPWA eligible clients that have been referred to housing project sponsors for housing services, including STRMU and PHP services.

- AID Atlanta TBRA – 4 (was 4 in May 1 update)
- Community resources -10 (was 10 in May 1 update)
- Here's to Life-22 (was not listed in May 1 update)
- HOPE Atlanta Master Lease – 29 (was 17 in May 1 update)
- HOPE Atlanta PHP- 1 (was 0 in May 1 update)
- HOPE Atlanta Shelter Plus Care – 3 (was 3 in May 1 update)
- HOPE Atlanta SSVF- 7 (was 7 in May 1 update)
- HOPE Atlanta TBRA – 142 (was 120 in May 1 update)
- Making Away – 9 (was 9 in May 1 update)
- Matthew Place – 17 (was 17 in May 1 update)
- NAESM-19 (was 0 in May 1 update)
- PHC TBRA – 86 (was 86 in May 1 update)

Project Sponsors please update your vacancy data via the [HOPWA Central Intake Vacancy Report](#)

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- Southside Medical - 9 (was 9 in May 1 update)
- VEO – 8 (was 8 in May 1 update)

**Total Housed – 86** (was 84 in May 1 update)  
This number represents the total number of HOPWA eligible clients that have been placed into housing based upon a referral but **does not** include STRMU and PHP services.

**Other Housing Services Info**

- Prevention (STRMU and PHP) Requests – 101 (was 80 in May 1 update)
- Emergency Lodging Provided (Year to Date) – 125 (was 120 in May 1 update)

**Vacancy Report**

HOPWA Central Intake Vacancy Report									
Date Update	Organization	Program Name	Program Type	Vacancies	Units Filled Available	Units Filled Available	PHP Filled Available	Pending Referrals	Notes
5/14/2020	Southside Medical	Lodging Respite	PHP	3 vacancies					
5/14/2020	Southside Medical	Lodging Respite	PHP	4 beds				3	
5/14/2020	Making a Way Housing	Making a Way Housing (MAY 15)	Family Based	0					
5/8/2020	Jerusalem House	Aging Program	Family Housing	0					
5/8/2020	Jerusalem House	Family Program	Family Housing	0					
5/8/2020	Jerusalem House	Outpatient Site II	PHP	0					
5/14/2020	Life Forward	HOPWA Housing	PHC/STRMU/TBRA/TPHA	0				1	
4/29/2020	Atlanta Urban Ministries	Outpatient Respite	Family Housing	3 vacancies				3	
5/13/2020	Help For Our Neighbors	Help For Our Neighbors	Family Housing	0					
4/27/2020	HOPE Atlanta	Respite Care	Family Housing	1					
4/27/2020	HOPE Atlanta	Respite Care	Family Housing	1					
5/14/2020	Here's to Life Inc.	Respite Housing	Emergency Lodging	3 beds				3	
5/14/2020	HOPE Atlanta	HOPWA Housing	PHP STRMU	YES	YES	YES	YES	19	
5/8/2020	HOPE Atlanta	HOPWA Housing	PHC/STRMU/TBRA	0					
5/13/2020	HOPE Atlanta	HOPWA Housing	PHC	0					
5/13/2020	HOPE Atlanta	HOPWA Housing	PHC	10 beds					
5/13/2020	HOPE Atlanta	HOPWA Housing	PHC	0					
5/14/2020	HOPE Atlanta	HOPWA Housing	TPHA	30				12	
5/14/2020	HOPE Atlanta	HOPWA Housing	TPHA	22				22	
5/14/2020	HOPE Atlanta	HOPWA Housing	PHP	0				1	
4/30/2020	Central County Board of Health	HOPWA Housing	STRMU	0				1	

Project Sponsors please update your vacancy data via the [HOPWA Central Intake Vacancy Report](#)



## (6) Plans for FY21 and beyond

The Department was established in February. During the restructuring process, the team defined the below mission, vision, and shared principles. These are important guides for the journey to come. Change will not happen overnight, but we understand the urgency.

### **Mission:**

Further affordable, equitable, and resilient communities throughout Atlanta.

### **Vision:**

The City of Atlanta has a vibrant culture, booming economy, and welcoming spirit. We seek to provide opportunities within this great City for all Atlantans to prosper. Our work is done through the investment of grant funds, seeking to serve our most vulnerable and strengthen our communities. Our workplace brings together passionate staff, committed to partnership, service, and the City's success.

### **Shared Principles:**

- Be Stewards – We commit to bring a high-level of professionalism and knowledge to our work, holding ourselves and one another accountable to ensuring collective success.
- Serve One Another and Our Partners – We strive to provide positive, high-quality and responsive service to all our internal and external stakeholders, understanding they are critical to accomplishing our collective mission.
- Earn Trust Every Day – We never compromise our integrity and believe in openness and transparency.
- Seek to Continue Growing and Learning – We understand the necessity to be forward-looking and flexible as our profession adapts and search out ways to be on the leading edge.



## (6) Plans for FY21 and beyond

- **People** – FY21 general fund and grants administration budget supports these needs
  - Commissioner
  - Director of Planning and Program Operations
  - Grants Services Manager – HOPWA and Public Services
  - Financial Analysts(6), Management Analysts(2), Compliance Specialists(2)
  - Procuring consulting support for program administration support and HOPWA planning support
- **Processes, Policies, and Systems** – Now have ready access to the tools and people to make significant progress quickly
  - Must continue on the current path of developing and refining current policies, processes, and systems to better support compliance and business processes
  - Procuring consulting support to assess and support grants management processes and policies
- **Metrics** – Need improvements and more routine reporting of metrics vs. program outcomes, expenditure timeliness, and compliance
- **Partners** – Planning and Compliance teams to have a focus on communicating with and training our partners to increase service while ensuring adherence to regulatory requirements.





# Appendix

# Overview of HOPWA Funding by Year



CONTRACT YEAR	FUNDING AWARD	FUNDING EXPENDED	FUNDING REMAINING
2015	\$18,249,446.10	\$17,238,351.15	\$1,011,094.95
2016	\$22,867,304.00	\$18,761,483.94	\$4,105,820.06
2017	\$23,085,738.00	\$18,399,673.09	\$4,686,064.91
2018	\$23,056,763.00	\$9,820,005.56	\$13,236,757.44
<b>TOTAL</b>	<b>\$87,259,251.10</b>	<b>\$64,219,513.74</b>	<b>\$23,039,737.36</b>