**CASE MANAGEMENT SERVICE PROVIDERS’ INFORMATION SESSION**

**QUESTIONS AND ANSWERS**

**ALL QUESTIONS RECEIVED AS OF OCTOBER 28**

**Questions about the intermediary role:**

**1: Can you tell us more about the “intermediary” role and how it will work within the other selected service providers and the City?**

**A:** The Mayor’s Office of Children and Family Success (MOCFS), supported by the Mayor’s Office of Performance and Innovation (MOPI), is developing a performance management structure for the City’s eviction prevention work. This will include key performance indicators and outcomes measures. Performance management will also need to incorporate qualitative information about program implementation issues and the needs of different types of customers.

Nonprofit case managers will be playing important front-line roles in delivering services to households facing eviction, including improving access to services for populations with limited English proficiency and other barriers and working with people who need to relocate to find stable housing. Organizations selected to play intermediary roles will collect, summarize and report on the experiences of the nonprofit eviction prevention partners as well as assisting MOCFS and the other City agencies with trend analysis and problem-solving. Participating City agencies will include MOCFS, MOPI, the Department of Housing and Community Development, the Mayor’s Office of Homeless Services, and the Mayor’s Office of Immigrant Affairs.

Specifically, MOCFS will convene a monthly meeting to review performance information, identify and discuss trends, and develop approaches to resolve operational and/or programmatic issues. Organizations selected as intermediaries will be responsible for contacting each nonprofit organization to which they are assigned prior to these meetings and collecting performance management information, including quantitative data and qualitative insights and issues that the front-line service providers wish to elevate. Intermediaries will summarize this information and collect agenda items to discuss with the City. Intermediaries will attend each monthly meeting and will assist MOCFS and the other agencies with communications back to organizations providing front-line case management services.

The details of the performance management structure are being developed and may evolve over the course of program implementation. However, organizations selected to play the intermediary role will have an important part in ensuring that the experience of the nonprofit front-line service providers is represented accurately and consistently. This will help the entire system work better in the near term and improve continuously over time.

**2: How many intermediary organizations will be selected?**

**A:** Two total: DHCD will select one organization to fulfill the role of intermediary for each category of case management services (relocation and service for populations with access barriers).

**3. If our organization is selected to provide case management services, will an intermediary organization be assigned to us? If we are selected to provide both relocation case management and intake support and case management for populations with access barriers, will we work with more than one intermediary?**

**A:** Yes, and yes. Organizations providing front-line case management services will be assigned to an intermediary for performance management reporting and program coordination and communications support. If an organization is providing both types of case management services it will work with two intermediaries, one for each type.

**4: What items will be expected in the monthly reporting?**

**A:** The performance management structure for the eviction prevention programs is under development and is expected to evolve somewhat based on program experience. MOCFS, supported by MOPI, will be tracking key performance indicators (KPIs) that include information on program operations, customer characteristics and results. To the extent that information is entered into the Neighborly application processing platform or BCCAP’s case management software (CAP 60), MOCFS will be able to pull up-to-date reports from those systems and work with selected respondents to verify the information. MOCFS will also want to match quantitative data with qualitative information provided by organizations directly interfacing with program customers.

Intermediary organizations will be responsible for collecting information from front-line case managers, summarizing it and assessing trends on a monthly basis. Organizations selected to provide front-line case management services will be supporting customer application intake in Neighborly and reporting case management notes in CAP 60. MOCFS will verify information pulled from those platforms with each organization to ensure accuracy and timeliness. MOCFS and MOPI will also work with other City agencies participating in eviction prevention to compare KPIs with reporting received from their subrecipients and contractors, including DHCD for the case managers selected under this application process.

**Programmatic questions:**

**5: How many cases does the City anticipate referring for relocation case management as a result of applications to the Eviction Prevention program?**

**A:** It is difficult to say what percentage of total cases will require relocation. We are currently projecting approximately 1,100, based on a priority on keeping people in their current units. However, the City expects to substantially and consistently update this projection based on experience as the program moves forward.

**6: For how many cases does the City anticipate needing intake and general case management assistance?**

**A:** This is a very difficult number to estimate, precisely due to the nature of the issue. For populations with serious barriers to accessing City programs, the service providers who work with them every day may have the best sense of the universe of need. Applicants should include in their narratives the nature of barriers and what the scale of need they believe they can serve with CDBG funding.

**7: Can we specify neighborhoods/areas within Baltimore City where we wish to work? How will the assignments be broken down geographically?**

**A:** Yes. Applicants should propose to provide the selected scope of services in geographic areas and/or with populations for which they are best suited and specify their focus in their application. The City will review all the responses to determine any remaining gaps.

**8: Will subrecipients selected under this application process need to collect documentation from the households with which they work?**

**A:** Those organizations working with households that have barriers to access will assist their customers in gathering documentation needed to apply for the Eviction Prevention program. Organizations providing only relocation case management and/or intermediary services, which will receive referrals from BCCAP after intake has been done and eligibility established, will need to collect less documentation on household characteristics or income. However, there may be certifications, consent forms or other documents that will be most efficient to collect at various stages in the process of serving each household. The City will work to minimize additional information gathering required of case management providers.

**9: Will organizations selected for subgrants as a result of this application need to provide case management notes to BCCAP summarizing their work with each household?**

**A:** Organizations will be required to enter case management information for each household into the BCCAP case management software platform, CAP60. BCCAP will provide access for staff designated by the selected organizations. Applicants should include staff time for CAP60 data entry in the budget component of their applications.

**10. Does the City have lists of landlords interested in working with renters receiving Eviction Prevention assistance?**

**A:** The City does have contact information for property owners and their agents who have licensed their rental housing units with the Department of Housing and Community Development, but does not have information about which landlords have current vacancies or would be particularly interested in assisted tenants. DHCD is now working with MOCFS on outreach to landlords about rental assistance and will continue to do so as the 2021 Eviction Prevention program gets underway. This could include outreach to request that landlords contact the selected case management organizations if the landlords are interested in renting to households assisted by the program. Organizations providing case management services would be expected to receive indications of interest from landlords and follow up on those inquiries.

**11. What environmental requirements will apply to case management services and/or new rental units secured for households receiving assistance?**

**A:** Environmental requirements do not apply directly to the case management services provided using CDBG-CV1 funding, although there may be additional requirements for unit selection depending upon the source of funds used for rental assistance. The City will provide further information about this to selected respondents and work with them to minimize time and communications issues related to environmental requirements. The City will be responsible for environmental review and reporting related to housing units receiving subsidy.

**Administrative questions: agreement timing and mechanics**

**12: What is the timeframe for making selections and providing services?**

**A:** Applications are due at 5pm EST on November 13, 2020. DHCD and MOCFS will review the applications and may request additional information during the weeks of November 16 and 23.

Once selections are made, a contracting officer will be assigned to work with each selected respondent to finalize budget and reporting processes, and collect additional documents such as Board authorizations to accept the grant and finalize the subrecipient agreement. Electronic signatures will be used, to minimize contact and eliminate travel time.

Once DHCD and the service provider are satisfied, the agreement is submitted to the Law Department to review for legal sufficiency and the Comptroller’s Office for pre-audit review. If necessary, revisions are made to speed the formal audit review. The agreement is then submitted to the Acting Commissioner of DHCD for signature, the Comptroller for formal audit review and the Board of Estimates for approval.

The contracting process can take time. However, DHCD intends to allow selected organizations to bill time for services provided starting on January 2, 2021. DHCD will notify selected respondents before the end of the year if that timeframe needs to change due to necessary approvals from the U.S. Department of Housing and Urban Development or other issues.

Respondents should anticipate the need for working capital to cover service delivery costs starting on January 2 and continuing through the contracting process, as well as the review process for reimbursement (see next question).

**13. What is the typical reimbursement cycle for CDBG funded program expenses?**

**A:** Subrecipients typically submit expenses on a monthly or quarterly basis. Quarterly compliance reports must be current. All information must be complete and in order for DHCD to approve a reimbursement. For example, draw requests must be consistent with the application and the budget, as well as signed by an authorized approver who can legally bind the organization.

DHCD submits approved draw requests to the City budget office, which confirms funding availability and routes the request to the Department of Finance for payment. Organizations must submit W9 forms and direct deposit forms, if desired, to receive payments.

If all information is complete and in order, DHCD can process payment requests within 10-15 days.

**14. If we would like to create new positions to provide case management services, we will need to advertise, interview, hire and onboard for those positions. How should we show those positions in our application?**

**A:** Respondents can show funding for open positions in the budget submitted with their applications. If selected, the organization should make sure to start the hiring process in time to ensure that the positions will not be open for more than 30 days when the agreement is submitted for Board of Estimate approval. For example, if the term of the subrecipient agreement starts (for retroactive billing) on January 2, positions should be filled by February 2.

**15. Are there minimum requirements for staff providing case management services? For example, our organization may seek peer navigators to assist households directly, under the supervision of licensed social workers.**

**A:** No minimum professional qualification is required. If the organization has a case management model that it believes is effective, the City will consider that model in the context of the application. If the organization does not already provide case management services or have a management structure that supports quality service delivery, the City would be more concerned that individual case management staff have professional qualifications.

**16. What is the anticipated term of the subrecipient agreements for case management services?**

**A:** Subrecipient agreements will have a term of 12 months, with the potential for a 12-month extension. In making the determination about whether an extension will be available, DHCD will consider the scale of ongoing need for the services, the availability of funding for rental assistance under the City’s Eviction Prevention program, programmatic performance of the subrecipient and compliance by the subrecipient with program requirements.

**17. Is it possible that additional funds will be allocated to case management services?**

**A:** Yes, if funding is available and the programmatic need persists. However, no such determination can be made without actual program experience.

It is important to note that additional funding will likely NOT be available from the City’s annual (non-CARES Act) CDBG allocation, which has a cap on the amount of services that can be funded in a given year. This cap has been waived for CDBG funding appropriated under the CARES Act, which enables it to be used for case management services in connection with eviction prevention.

**18. Can you clarify whether the Exhibits A, B, and C in the application form (scope of work documents) require us to complete anything as part of the application, or are they for information only?**

**A:** Applicants should address each activity listed in the applicable scope(s) of work in their applications, including in their narratives and budgets.

**19. Are organizations that have not yet had independent financial audits eligible to apply?**

**A:** An independent audit is not required, but DHCD will review the audit if one has been done.

**20. Must organizations have a certain level of operating capital available in order to apply?**

**A:** There is no specific level of operating capital required for this grant. However, CDBG funds are provided on a reimbursement basis. Selected respondents will need to be able to bear the cost of service provision until they can submit program expenses for reimbursement, DHCD can review the submissions and authorize payment. In addition, the contracting process itself can take significant amounts of time that selected respondents will need to be able to cover before they can submit draw requests against their grants (see questions 1 and 2 in this section).

**21. Are organizations that have not previously secured grants of this magnitude eligible to apply?**

**A:** Organizations that have not previously secured grants from the City are eligible to apply. However, DHCD cautions that working with federal funds requires a significant amount of administrative capacity in order to track the time of staff spent on activities charged to the grant, documenting proper procurement of any outside goods and services and reporting on both expenditures and outcomes of the use of the grant funds.

DHCD is posting required report formats on the application web page and encourages all interested organizations to review them while developing their proposals. This is especially important for those that have not used CDBG funds in the past and are not familiar with the reporting formats and requirements.

**Partnership questions**

**22: How can organizations partner with other organizations to provide the services?**

**A:** Organizations may contract with one another to provide services together. One organization must serve as the subrecipient to DHCD and take responsibility for meeting program goals and submitting all required reports and information. Other organizations serve as contractors, delivering services that help the subrecipient achieve program goals. The subrecipient enters into contracts delineating performance standards, reporting, fees and costs for the services provided.

The costs of service contracts must be included in the budget submitted with the application and will be subject to review for reasonableness by the City Department of Audits. If the contractor organizations are identified at the time of application, the subrecipient must demonstrate that procurement requirements were met in the selection of the contractor. If the contractor organizations were not selected at the time of application, the organization applying to become a subrecipient must estimate the costs of such contracts in their budget and follow the federal procurement requirements to select contractors if they receive a grant. Procurement requirements can be found in the Code of Federal Regulations 2 CFR Part 200.318-326. Local minority and women-owned business utilization and Employ Baltimore requirements also apply. Required information is listed in the application form.