City of Seattle
Human Services Department

2016
Bridging the Gap
Shelter and Storage
Request for Proposals

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OVERVIEW

I.   Introduction

The City of Seattle Human Services Department (HSD) is offering about $1.3 million in funding to leverage collaboration, partnerships, donations, and other resources to develop 100 new shelter beds and storage solutions specifically for people living unsheltered.

The funding for this Request for Proposals (RFP) is part of "Bridging the Gap" to Pathways Home, Seattle's person-centered plan to support people experiencing homelessness.

Pathways Home document:

http://www.seattle.gov/Documents/Departments/pathwayshome/ActionPlan.pdf

Bridging the Gap document:

http://murray.seattle.gov/wp-content/uploads/2016/10/Bridging-the-Gap-Interim-Action-Plan.pdf

The City of Seattle is also sending out a Letter of Interest (LOI) "all call" to our business, corporate, faith, and nonprofit communities to assist in innovative solutions for our neighbors who are experiencing homelessness. The LOI is available at the City of Seattle's Funding Opportunities webpage. Responses from the LOI will provide additional resources for the services proposed in the Bridging the Gap Shelter and Storage RFP.

Investment Options

1.   Shelter
Approximately $1.1 million is available to fund facility operations, capital/facility improvements and repairs, and client services for 100 new shelter beds which will be dedicated to referrals from city-funded outreach teams. This could fund one new shelter, several new shelters, expanded beds at an existing evening or daytime shelter, or some combination of the above.

Ideal features of these new beds that will help to bring people inside include:

- Providing space for couples at the same facility, through either the option for couples to co-sleep or through separate men's and women's shelter beds.
- Accommodation for pets.
- Storage for personal belongings.
- Hours of operation that are ideally 24/7 or at a minimum include some or all of daylight hours.
- Low barrier, meaning no or very few requirements to get a bed. Low Barrier programs also have no or very minimal guidelines related to 'curfew', the amount of belongings one can bring onsite, entering services with partners or 'chosen family', and pets.

The Service Model and Program Requirements description in Section III provides more detail.

Shelter sites can be identified through different paths:

- An applicant-identified site (can be owned or leased by applicant, or available through a partnership with another organization).
- An applicant request for a donated site (site availability is contingent on proposals received through a separate Letter of Interest to the private sector and faith-based organizations).

2. Storage
Approximately $200,000 is available to fund storage opportunities for people experiencing homelessness. Storage can be added to an existing emergency shelter program or a new shelter program.

What We Envision
HSD is open to different strategies to reaching the goal of 100 beds. Shelter beds in new spaces, expansion of shelter beds at existing shelters, and expansion to 24/7 shelter with new beds are all eligible activities. Service providers can apply with space already identified and secured.

HSD is soliciting Letters of Interest from businesses, corporations, faith-based organizations, non-profits, and other community-based organizations who may wish to donate or offer reduced-cost space or services. HSD anticipates funding some array of beds and services and may facilitate partnerships depending on the applications and offers of donations that we receive as a result of these Letters of Interest.

Funding for storage is available to both new and existing programs. The funding is available to agencies/organizations that meet the eligibility criteria in Section III.

Amount of Funding Available
About $1.3 million in Seattle General Funds is available.

Eligible Activity	Available Funding
• New indoor shelter - staff and operating costs • Expansion of existing shelter to add beds-staff and operating costs • Capital/facility repair and improvements	Approximately $1,100,000
Storage - can be included in new shelter or added to existing shelters	Approximately $200,000
Total	**$1,300,000**

Awards will be made for the period of March 1, 2017 through December 31, 2017. While this is one-time funding, the projects will be eligible to apply for ongoing funding through HSD's Pathways Home RFP in 2017 for 2018 contracts.

All materials and updates to the RFP are available on HSD's Information for Grantees web page. HSD will not provide individual notice of changes, and applicants are responsible for regularly checking the web page for any updates, clarifications, questions and answers, or amendments.

HSD will have no responsibility or obligation to pay any costs incurred by any applicant in preparing a response to this RFP or in complying with any subsequent request by HSD for information or participation throughout the evaluation and selection process.

If you have any questions about this RFP or have accommodation requests such as receiving these materials in an alternate format, please contact RFP Coordinator Tara Beck at tara.beck@seattle.gov

II.   Timeline

Funding Opportunity Released	Tuesday, December 13, 2016
*Information Session	Wednesday, December 21, 2016 9:00 AM to 11:00 AM The 2100 Building 2100 24th Ave. S Seattle, WA 98144
Last Day to Submit Questions	Tuesday, January 17, 2017 by 4:00 p.m.
Application Deadline	Friday, January 20, 2017 by 12:00 p.m. (Noon)
Anticipated Award Notification	February 2017
Anticipated Contract Start Date	March 2017

 * HSD reserves the right to change any dates in the RFP timeline.

III.   GUIDELINES FOR REQUESTING FUNDING

A. Service Model & Program Requirements

In addition to the investment outcomes stated in this RFP, investments will reflect HSD's vision, mission, and values which can be found in Appendix A.

This innovative "All Call" is an opportunity for HSD to partner with the business community, faith-based communities, non-profits, and others who are interested in supporting people experiencing homelessness. This RFP effort will create up to 100 new emergency shelter beds, dedicated to people living unsheltered and referred through outreach. The hope is that these new shelter beds are achieved through pairing of investment of City funding and donations from the private and faith sectors.

Bridging the Gap Shelter(s) will serve people who are 18 years and older and living unsheltered in Seattle. Bridging the Gap Shelter(s) will be a low barrier, housing first model focused on assisting individuals to move to permanent housing.

A. **Priority Service Model**
While a variety of services models will be considered, this RFP will prioritize proposals that provide low barriers to entry, and operate from a Housing First approach in which shelter and housing are offered to people experiencing homelessness without preconditions such as sobriety, mental health treatment, medication adherence, or service participation requirements. Additionally, this RFP will prioritize shelter models whose primary goal is to assist clients to obtain housing. Additional characteristics of the ideal services model under this RFP include the following:

- **Site:** Applicants who have a shelter site identified in their proposal or are able to use other donated space will receive priority.

- **Hours of Operation**: At a minimum, overnight shelter is required. Priority will be given to expanded shelter hours with 24/7 service support or, if not 24/7, then some degree of enhanced hours. This can be achieved either through offering up to 24-hour shelter or by providing overnight shelter and day services together (either direct or through partnership).

- **Key model features:** Priority will be given to shelter models that incorporate some or all of the features listed below:
  - Successful engagement strategies for people who are actively engaged in substance use; individuals who have challenges related to behavioral health and community living; individuals with complex medical challenges.
  - Support for people with pets.
  - Provide locking, accessible storage for personal belongings.
  - Support for places for couples (either co-ed or co-sleeping).
  - Access to Hygiene Services (ideally showers and laundry on site).
  - Access to food/meals during hours of operation.
  - Allow people to come and go during hours of operation.
  - Allow couples or friendship groups to be admitted together.
  - Allow for sleeping, socializing, and support services during all hours of operation.
  - Provide adequate, separate space for sleeping, socializing, and private case management meetings.

- **Supportive Services**: Providers at Bridging the Gap Shelter(s) will communicate, encourage, facilitate, and support progress and activities toward housing and stability for clients. Program models should describe how services are client-centered services and organized to quickly route clients into housing or other long-term placement, through providing supportive services, case management, and/or housing navigation services (for definitions, see Appendix D).

B. Criteria for Eligible Clients

Shelter clients must be 18 years or older and living outdoors or in a place not meant for human habitation. They must be referred to the shelter by the City-designated outreach organization(s).

The Shelter(s) will not accept open referrals, client drop-in, or self-referral. Any individuals referred by entities other than the established referral organization or who self-present at the Shelter will be directed to other resources and given information about shelter alternatives.

Shelter residents will not be required to be assessed for Coordinated Entry for All (CEA) in advance of coming to the Shelter. Shelter clients will be assessed for CEA during their stay at the Shelter.

C. Priority Community and Focus Population

The priority community for Bridging the Gap Shelter clients are literally homeless individuals referred directly from City-designated street outreach providers (until further notice by the City).

Given the 2015 exits from emergency shelter to permanent housing in Seattle, focus population(s) for this funding are:

- American Indian/Alaskan Native individuals who are living unsheltered
- Native Hawaiian/Pacific Islander individuals who are living unsheltered
- Asian individuals who are living unsheltered
- Multi-Racial individuals who are living unsheltered

See HSD's Equity Goals in section II for more information.

C. Performance Measures

Contracts awarded under this RFP will be part of the Seattle-King County Continuum of Care's efforts to make homelessness brief, rare, and one-time. To this end, program performance will be a key part contracting. Performance measures will include those identified below, as well as other performance measures that may be identified by City and/or regional efforts during contract negotiation or at a later date.

- Number of individuals at the shelter/bed utilization – both at any given time and over contract period (quantity)
- Number of days stay at shelter/length of stay (quantity)
- Percentage of individuals exit to permanent housing (quality)
- Percentage of focus population exits to permanent housing (quality)
- Number of individuals in Seattle living unsheltered (impact)

The provider(s) awarded funds under this RFP are expected to contribute positively to these performance outcomes.

B. HSD's Equity Goals

HSD is committed to addressing racial disparities through the services it funds. HSD uses the "Theory of Change" to guide funding processes and strategies for achieving desired equity outcomes. More information can be found in Appendix B.

Available data shows that lower percentages Native Hawaiian/Pacific Islander, American Indian/Alaska Native, Asian, and Multi-Racial individuals exit emergency shelter to permanent housing compared with White individuals.

% of Exits Within Each Race/Ethnicity Category that were Exits to Permanent Housing in 2015
3% Native Hawaiian/Pacific Islander
4% American Indian/Alaska Native
6% Multi-Racial
7% Asian
8% White
9% Black/African American
9% Hispanic/Latino

Based on the review of the data, the following racial equity goals have been established for this RFP:

- Native Hawaiian/Pacific Islander, American Indian/Alaska Native, Asian, and Multi-Racial individuals will exit emergency shelter to permanent housing at a rate at least equal to White individuals.

Applicants must address these equity goals in their applications.

C. HSD's Commitment to Funding Culturally Responsive Services

In conjunction with the Seattle Race and Social Justice Initiative (RSJI), which is a citywide effort to end institutionalized racism and race-based inequities in Seattle, HSD has developed investment principles that reflect our commitment to funding culturally responsive services to create positive outcomes for service recipients. Agencies applying for investment will demonstrate the capacity to institute these principles through routine delivery of participant-centered and strength-based services that are culturally:

COMPETENT, as demonstrated by "the ability to honor, understand, and respect beliefs, lifestyles, attitudes, and behaviors demonstrated by diverse groups of people, and to diligently act on that understanding".[1] It is "the ability to function effectively in the midst of cultural differences. It includes knowledge of cultural differences, awareness of one's own cultural values, and ability to consistently function with members of other cultural groups".[2]

RESPONSIVE to the cultural and linguistic needs of diverse populations. Agencies have the capacity to effectively serve and engage persons of diverse backgrounds. Agencies commit to practicing cultural responsiveness throughout all levels of the program, including policy, governance, staffing, and service model and delivery.

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[1] Coyne, C. (2001) "Cultural Competency: Reaching Out to All Populations". PT Magazine, pgs. 44-50.
[2] York, S. (2003) Roots and Wings: Affirming Culture in Early Childhood Programs. St. Paul, MN: Redleaf Press, pg. 161.

Agencies make every effort to recruit and retain a work force (paid and voluntary), and policy-setting and decision-making bodies, that are reflective of the focus populations identified in the theory of change.

RELEVANT in addressing the cultural needs of diverse populations whose models of engagement or cultural standards differ from mainstream practices. Agencies are staffed with people who have the cultural competency to create authentic and effective relationships and provide culturally responsive services for members of specific cultural groups and/or communities of color. Commitment and experience of the agency reflects effective, mutually beneficial relationships with other organizations (such as grassroots or community-based organizations, churches, community networks, etc.) that are reflective of the populations being served.

ACCESSIBLE through language, location, and delivery style. Agencies have the capacity to overcome mainstream barriers and/or provide effective alternative strategies that enable residents to easily access mainstream and nontraditional programs and services.

D. Agency Minimum Eligibility Requirements

Applications for this RFP will be accepted from any legally constituted entities that meet the following minimum eligibility requirements:

- Applicant must meet all licensing requirements that apply to its organization. Companies must license, report and pay revenue taxes for the Washington State Business License (UBI#) and Seattle Business License, if they are required by the laws of those jurisdictions.

- Applicant must have a Federal Tax ID number/employer identification number (EIN) to facilitate payments from the City of Seattle to the provider.

- Applicant must be incorporated as a private non-profit corporation in the State of Washington and must have been granted 501(C) (3) tax exempt status by the United States Internal Revenue Service, the applicant's 501(C) (3) status must be in good standing and must not have been revoked in the previous calendar year.

  OR

  If the applicant is a public corporation, commission, other legal entity or authority established pursuant to RCW 35.21.660 or RCW 35.21.730, the applicant's status as a legal entity must be in good standing and must not have been revoked in the previous calendar year.

  OR

  Applicant is a federally-recognized Indian tribe in the State of Washington.

IV. Client Data and Program Reporting Requirements

The City will invest in the data and evaluation from HMIS and other databases, if needed, that will support sound programmatic, policy, and funding transformation.

Agencies must be able to collect and input client-level demographic and service data as stated in any resulting contract. Agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases.

Agencies will be required to input client-level data, program services/activities, unduplicated numbers of households assisted, and program outcomes in HMIS as a condition of funding. Direct data entry is required, and data integration is not permitted.

Agency staff will maintain and communicate occupancy information to designated outreach and other personnel to promote informed outreach and site occupancy.

V.   Contracting Requirements

- Any contract resulting from this RFP will be between the City of Seattle, through its Human Services Department, and the applicant agency (referred to as "Contractor" in this section).

- Contracts may be amended to ensure that services and outcomes align with the City and/or community needs or due to availability of funding.

- Contractors will be required to comply with the Terms and Conditions of the Human Services Department Master Agency Services Agreement (MASA). These requirements shall be included in any contract awarded as a result of the RFP and are not negotiable. A copy of the MASA is available on HSD's Information for Grantees web page.

- HSD will attach Exhibits and Attachments to all resulting contracts which will further specify program terms, rules, requirements, guidelines and procedures.

- Contractors will be required to maintain books, records, documents, and other evidence directly related to performance of the work in accordance with Generally Acceptable Accounting Procedures. The City of Seattle, or any of its duly authorized representatives, shall have access to such books, records and documents for inspection, audit, and copying for a period of seven (7) years after completion of work.

- Contractors must complete all required reports and billing documentation as stated herein and in any resulting contract. Reimbursement will be contingent upon receipt and approval of required reports. Additional data may be required for audit or evaluation purposes.

- All programs funded through this RFP must publicly recognize HSD's contribution to the program.

- Contractors will maintain a commercial general liability insurance policy with a minimum limit of $1,000,000, naming the City of Seattle as insured.

- Contractors must have the capacity to protect and maintain all confidential information gained by reason of any resulting contract against unauthorized use, access, disclosure, modification or loss.

- Contractors must be able to collect and report data as described in Section VIII.

VI.   Selection Process

This RFP is competitive. All interested parties must submit a complete application packet by the deadline to be considered for funding. The Application Instructions and Materials start on page 12. All completed applications turned in on or before the deadline will be reviewed and individually scored by members of the RFP review panel.

The RFP coordinator will convene a review panel to evaluate and score the proposals based on the rating criteria and to offer funding recommendations. The review panel will evaluate and rate applications/proposals based on City funding priorities and the narrative responses and criteria outlined in the Application materials. HSD reserves the right to contact the primary contact person listed on the agency's completed Application Cover Sheet (Attachment 2) to clarify application contents.

Following the rating process, the review panel will forward its funding recommendations to the HSD Director for final decision regarding the award(s). Notification of investment awards will be sent to the Executive Director of the applicant agency (or similar level agency management staff indicated on the application cover sheet).

Due to the competitive nature of this RFP, beyond any scheduled information sessions offered by HSD, no individual technical assistance will be provided until the appeals process has closed. Applicants may not rely on oral communication from HSD staff at any information session, interview, site visit or otherwise and must review all written materials and addendums related to this RFP.

HSD reserves the right to make an award(s) without further discussion of the proposal submitted. Therefore, the application should be submitted on the most favorable terms. If the application is selected for funding, applicants should be prepared to accept the proposed terms for incorporation into a contract resulting from this RFP.

HSD also reserves all rights not expressly stated in the RFP, including making no awards or awarding partial funding and negotiating with any proposer regarding the funding amount and other terms of any contract resulting from this RFP.

VII. Appeals Process

An applicant is any legal entity that has responded to a formal funding process conducted by the City of Seattle Human Services Department in soliciting applications for the provision of defined services. Applicants have the right to protest or appeal certain decisions in the award process made by HSD. Information on the HSD Appeals Process can be found in Appendix C.

City of Seattle
Human Services Department

2016
Bridging the Gap Shelter and Storage
Request for Proposals

APPLICATION
Instructions and Materials

This Application packet contains instructions and materials for respondents applying for the 2016 Bridging the Gap Shelter and Storage RFP.

A. Submission Instructions & Deadline

Completed application packets are due by 12:00 p.m. (Noon) on Friday, January 20, 2016.

Application packets must be received in person, by mail, or electronic submission. No faxed or e-mailed proposals will be accepted. Proposals must be received and date/time stamped by the 12:00 p.m. (Noon) deadline. *Late proposals will not be accepted or reviewed for funding consideration.*

Applicants must make arrangements to ensure that applications are received by HSD by the deadline, regardless of the submission method selected. When using HSD's Online Submission System, it is advisable to upload application documents several hours prior to the deadline in case you encounter an issue with your internet connectivity which impacts your ability to upload documents. HSD is not responsible for ensuring that applications are received by the deadline.

- Electronic Submittal: Application packets may be submitted electronically via HSD's Online Submission System at http://web6.seattle.gov/hsd/rfi/index.aspx.
- Hand Delivery or US Mail: The application packet can be hand-delivered or mailed to:

> Seattle Human Services Department
> RFP Response – Bridging the Gap Shelter and Storage
> Attn: Tara Beck

Delivery	*Mailing Address*
700 5th Ave., 58th Floor	P.O. Box 34215
Seattle, WA 98104-5017	Seattle, WA 98124-4215

II.   Format Instructions

A. Applications will be rated only on the information requested and outlined in this RFP, including any clarifying information requested by HSD. Do not include a cover letter, brochures, or letters of support. Applications that do not follow the required format may be deemed ineligible and may **not** be rated.

B. The application should be typed or word processed on double-sided, letter-sized (8 ½ x 11-inch) sheets. Use one-inch margins, single spacing, and minimum size 11-point font.

C. The application may not exceed a total of 10 pages of narrative response, Storage Application if applying for storage funds, 1 cover sheet, 2 budget forms, and any requested attachments. Pages that exceed the page limitation will not be rated.

D. The application for Storage funding is on page 17. This can be submitted separately for a Storage-only application or included in the application if you are applying for shelter funding.

E. Organize your application according to the section headings that follow in Section III. For the narrative questions, please include section titles, and question numbers. Do not rewrite the questions for specific elements of each question.

III.   Proposal Narrative & Rating Criteria

Write a narrative response to sections A – F. Answer each section completely according to the questions. When answering questions, it is better to provide specific examples instead of speaking in generalities. Do not exceed a total of 10 pages for section A – E. combined.

Narrative Questions – New Emergency Shelter Beds ($1.1 million)

A. PROGRAM OVERVIEW AND POPULATION - UNSCORED

(Note: In this section speak only to the new shelter beds and/or services that will be provided with the funding under this RFP)
    1. How many new or enhanced shelter beds will your program make available as a result of this RFP?
    2. Where will the new or enhanced shelter beds/services be located?
    3. What household types are eligible for the new or enhanced beds/services?
    4. What special populations, if any, are the new or enhanced beds/services specifically designed to serve?
    5. How soon can the new or enhanced shelter beds/services under this RFP be operational?

B. PROGRAM DESIGN – (20 POINTS)

(Note: In this section, speak only to the new shelter beds or services that will be provided with the funding under this RFP)

- **Housing First and Low-Barrier**

    a. Describe any housing readiness test, program prerequisites, or any other requirements participants must meet to be served. Under what circumstances would you deny someone entry into this program? *Be sure to include whether there are requirements around sobriety, participation in services or activities, or required referrals.*

    b. How do you make your program welcoming to potential participants? What do you do to minimize the informal barriers that keep many unsheltered people from accessing shelter such as having a pet, wanting to be sheltered with an intimate partner, or concern for their important possessions?

    c. What program rules or behavioral expectations do program participants have to follow, and what actions are taken if participants do not follow rules or expectations?

    d. Describe how you will work to ensure that the new or enhanced aspects of your program funded under this RFP will meet the racial equity goals listed in section III and Appendix B of this document. Provide specific examples.

- **Program Hours**

    a. What time of day may participants enter the facility? How late may they stay in the morning?

    b. Is there a curfew? May participants come and go as needed during your hours of operation?

    c. Do returning participants need to queue each day or are beds reserved for participants for the duration of their participation in the program?

    d. What hours are Supportive Services, Case Management, and/or Housing Navigation services available? See Glossary/Appendix D for definitions.

Rating Criteria – A strong application will:

- Demonstrate an understanding of and commitment to Housing First and Low Barriers to entry.
- Provide extended hours of operation and/or supportive services.
- Demonstrate an understanding of the racial equity goals within this RFP.
- Provide specific examples of how the program will ensure racial equity in terms of population served and client outcomes.

C. SERVICE-ORIENTED SHELTER (15 POINTS)

(Note: In this section speak only to the new shelter beds or services that will be provided with the funding under this RFP)

1. Describe how individuals accessing the new or enhanced shelter beds get their hygiene, laundry, and nutritional needs met while participating in your program.
2. Describe your staffing model related to the new or enhanced shelter beds. What supportive services are offered to individuals accessing the new or enhanced shelter beds? How does your program support participants in the goal of exiting to permanent housing?

Rating Criteria – A strong application will:
- Clearly describe the services offered to individuals accessing the new or enhanced shelter beds.
- Clearly describe the staffing model including the presence of any Support Services, Case Management, and/or Housing Navigator staff that will support individuals under this RFP (see Glossary/Appendix D for definitions).
- Clearly describe how the program supports participants with the goal of exiting to permanent housing.

D. CULTURAL COMPETENCY (25 POINTS)

1. Describe your program's strategy for ensuring that cultural and linguistic competence will be infused through your policies, procedures and practices.
2. Describe how your agency is working to broaden staff (including leadership staff) and board diversity and knowledge around cultural competency. Do you have a mechanism for comparing data on outcomes among client groups based on race/ethnicity, disability, income level, etc. if you were to find that a particular group of your client pool had significantly worse outcomes than another? How would you use this information? What would your approach be?
3. Provide specific examples of how your agency's approach to providing services changed as a result of cultural competency training or in response to a better understanding of a population's needs.

Rating Criteria – A strong application will:
- Demonstrate an understanding of and commitment to being culturally responsive to all clients.
- Provide specific examples.
- Provide access to a variety of languages either on-staff or through referral partnerships.

E. AGENCY CAPACITY (25 POINTS)

(Note: In this section you may speak to the capacity of your wider agency in providing homeless services)

1. Describe the experience your agency has in managing homeless services programs, including experience securing permanent housing for people who are literally homeless in the Seattle-King County region.
2. Describe how your agency ensures quality data collection, data entry, and reporting for homeless services programs.
3. Describe your organization's financial management system. How does your agency establish and maintain general accounting principles to ensure adequate administrative and accounting procedures and internal controls necessary to safeguard all funds that may be awarded under the terms of this RFP? Entities without such capabilities may wish to have an established agency act as a fiscal agent.
4. Describe the capacity your agency has to meet program expenses in advance of City reimbursement.

Rating Criteria – A strong application will:
- Demonstrate the applicant's experience in delivering the homeless services.
- Clearly describe the process for ensuring data completeness and integrity within homeless services programs.
- Provide specific details of the agency's financial management processes.
- Demonstrate the agency's capacity to meet program expenses in advance of City reimbursement.

F. BUDGET (15 POINTS)

This section does not count toward the page limit. Budgets should reflect a 12-month timeframe.

1. Complete the budget proposal sheets, as appropriate (see Attachments 3). The costs reflected in this budget should be for the service area only, not your total agency budget.

2. In a budget narrative, explain how these funds will be used and identify other resources and amounts that will be used to support the clients served by this program.

    For each line item listed with a dollar figure (except totals) provide a brief narrative detailing:
    a) how the item relates to the proposed service; and
    b) the methodology used to determine the specific cost.

The information provided on this form applies *only* to the proposed program described in this RFP, not to the whole agency.

Rating Criteria – A strong application meets all of the criteria listed below:
- Costs are reasonable and appropriate given the nature of the service, the target population, the proposed level of service, and the proposed outcomes.
- The proposed program is cost effective given the type, quantity, and quality of services.
- The applicant includes a budget narrative, identifying and justifying how funds will be used.

Total = 100

IV.   Proposal Narrative Additional Questions – Storage ($200,000)

Please complete the following questions if you are requesting funds for storage. If you are not requesting funds for storage, you may leave this section blank and skip to the next section.

A. Location:

___ At an existing shelter   Address: _____

___ At a New Shelter   Address: _____

___ Other   Address: _____

B. Features

Description of storage	
Size of storage unit per person	
Number of units requested	
Hours that storage is accessible	

C. Other

Add any other information you would like us to know to evaluate this proposal:

V.   Completed Application Requirements

AT APPLICATION SUBMITTAL
To be considered Complete, your application packet <u>must</u> include all of the following items or the application will be deemed incomplete and will not be rated:

1. A completed and signed two-page Application Cover Sheet (Attachment 2).
2. A completed Narrative response (see Section II & III for instructions).
3. A completed Proposed Program Budget (Attachment 3).
4. A completed Proposed Personnel Budget (Attachment 4).
   If not a currently funded organization, please include 5, 6, 7, 8 below
5. Roster of your agency's current Board of Directors, including corporate and/or community affiliations and racial and/or ethnic affiliations.
6. Minutes from your agency's last three Board of Directors' meetings.
7. Current verification of nonprofit status or evidence of incorporation or status as a legal entity. Your agency must have a federal tax identification number/employer identification number.
8. <u>If</u> your agency has an approved indirect rate, a copy of proof that the rate is approved by an appropriate federal agency or another entity.
9. <u>If</u> you are proposing a partnership with another agency, attach a signed letter of intent from that agency's Director or other authorized representative.

VI.   List of Attachments & Related Materials

Attachment 1:   Application Checklist
Attachment 2:   Application Cover Sheet
Attachment 3:   Proposed Program Budget
Attachment 4:   Proposed Personnel Detail Budget

Application Checklist

This optional checklist is to help you ensure your application is complete prior to submission. Please do not submit this form with your application.

HAVE YOU….

☐ **Completed and signed the 2-page <u>Application Cover Sheet</u> (Attachment 2)?***

☐ **Completed each section of the <u>Narrative</u> response?**
- Must not exceed 10pages (8 ½ x 11), single-spaced, double-sided, size 11 font, with 1-inch margins. Applicants do NOT have to repeat the questions in the narrative section.
- Page count does not include the required forms (Attachments 2, 3, and 4) and supporting documents requested in this RFP.
- A completed narrative response addresses all of the following:

    ☐ Program Design (20 points)
    - *There should be a separate section for each service component you have selected. To avoid repeating yourself, it is acceptable to refer to a previous service component where appropriate (e.g. "same as previous component").*
    ☐ Service-Oriented Shelter (15 points)
    ☐ Cultural Competency (25 points)
    ☐ Agency Capacity (25 points)
    ☐ Budget (10 points)

☐ **Completed the full Proposed Program Budget (Attachment 3)?***

☐ **Completed the full Proposed Personnel Detail Budget (Attachment 4)?***

☐ **Attached the following supporting documents if not a currently funded organization?***
    ☐ Roster of your current Board of Directors, *including* employment and/or community affiliations and racial and/or ethnic affiliations
    ☐ Minutes from your agency's last three Board of Directors' meetings
    ☐ Current verification of nonprofit status or evidence of incorporation or status as a legal entity
    ☐ <u>If</u> your agency has an approved <u>indirect rate</u>, have you attached a copy of proof that the rate is approved by an appropriate federal agency or another entity?

☐ **<u>If</u> you are proposing partnership with another agency, have you attached a signed letter of intent from that agency's Director or other authorized representative?***

***These documents do not count against the 10-page limit for the proposal narrative section.*

All applications are due to the City of Seattle Human Services Department by **<u>12:00 p.m. (Noon) on Friday, January 20.</u>** Application packets received after this deadline will <u>not</u> be rated. See Section I for submission instructions.

City of Seattle
Human Services Department

2016 Bridging the Gap Shelter and Storage
Application Cover Sheet

1.	Applicant Agency:	
2.	Agency Executive Director:	
3.	Agency Primary Contact	
	Name:	Title:
	Address:	
	Email:	
	Phone #:	
4.	Organization Type	
	☐ Non-Profit ☐ For Profit ☐ Public Agency ☐ Other (Specify):	
5.	Federal Tax ID or EIN:	6. DUNS Number:
7.	WA Business License Number:	
8.	Brief summary of request, including number of new beds or storage units and location(s)	
9.	Funding Amount Requested:	
10.	# of clients to be served per year:	
11.	% of exits to permanent housing:	
12.	Partner Agency (if applicable):	
	Contact Name:	Title:
	Address:	
	Email:	Phone Number:

Description of partner agency proposed role and responsibilities:

13. Partner Agency (if applicable):

Contact Name: Title:

Address:

Email: Phone Number:

Description of partner agency proposed role and responsibilities:

Authorized physical signature of applicant/lead agency

To the best of my knowledge and belief, all information in this application is true and correct. The document has been duly authorized by the governing body of the applicant who will comply with all contractual obligations if the applicant is awarded funding.

Name and Title of Authorized
Representative:

Signature of Authorized Representative: Date:

2016 Seattle Bridging the Gap Shelter and Storage RFP					
Proposed Program Budget					
December 2016-December 31, 2017					
Applicant Agency Name:					
	Amount by Fund Source				
Item	**Requested HSD Funding**	**Other[1]**	**Other[1]**	**Other[1]**	**Total Project**
1000 - PERSONNEL SERVICES **1110 Salaries (Full- & Part-Time)**					$ -
1300 Fringe Benefits					$ -
1400 Other Employee Benefits[2]					$ -
SUBTOTAL - PERSONNEL SERVICES	$ -	$ -	$ -	$ -	$ -
2000 - SUPPLIES **2100 Office Supplies**					$ -
2200 Operating Supplies[3]					$ -
2300 Repairs & Maintenance Supplies					$ -
SUBTOTAL - SUPPLIES	$ -	$ -	$ -	$ -	$ -
3000 - 4000 OTHER SERVICES & CHARGES **3100 Expert & Consultant Services**					$ -
3140 Contractual Employment					$ -
3150 Data Processing					$ -
3190 Other Professional Services[4]					$ -
3210 Telephone					$ -
3220 Postage					$ -
3300 Automobile Expense					$ -
3310 Convention & Travel					$ -
3400 Advertising					$ -
3500 Printing & Duplicating					$ -

3600 Insurance				$ -
3700 Public Utility Services				$ -
3800 Repairs & Maintenance				$ -
3900 Rentals - Buildings				$ -
Rentals - Equipment				$ -
4210 Education Expense				$ -
4290 Other Miscellaneous Expenses[5]				$ -
4999 Administrative Costs/Indirect Costs[6]				$ -
SUBTOTAL - OTHER SERVICES & CHARGES	$ -	$ -	$ -	$ -	$ -
TOTAL EXPENDITURES	$ -	$ -	$ -	$ -	$ -

[1] **Identify specific funding sources included under the"Other" column(s) above:**			[2] **Other Employee Benefits - Itemize below:**	
	$			$
	$			$
	$			$
	$			$
Total	$		**Total**	$
[3] **Operating Supplies - Itemize below (Do Not Include Office Supplies):**			[4] **Other Professional Services - Itemize below:**	
	$			$
	$			$
	$			$
	$			$
Total	$		**Total**	$
[5] **Other Miscellaneous Expenses - Itemize below:**			[6] **Administrative Costs/Indirect Costs - Itemize below:**	
	$			$
	$			$
	$			$
	$			$
Total	$		**Total**	$

[6] **Administrative Costs/Indirect Costs:** Human Services Department policy places a fifteen percent (15%) cap on reimbursement for agency indirect costs, based on the total contract budget. Restrictions related to federal approved rates and grant sources still apply.

Does the agency have a federally approved rate?		**Yes**		**No**	
If yes, provide the rate:					
					(V.2.0 - 2016)

2016 Bridging the Gap Shelter and Storage RFP									
Proposed Personnel Detail Budget									
December 2016 - December 31, 2017									
Applicant Agency Name:									
Agency's Full-Time Equivalent (FTE) =			**hours/week**		**Amount by Fund Source(s)**				
Position Title	**Staff Name**	**FTE**	**# of Hours Employed**	**Hourly Rate**	**Requested HSD Funding**	**Other Fund Source**	**Other Fund Source**	**Other Fund Source**	**Total Program**
									$ -
									$ -
									$ -
									$ -
									$ -
									$ -
Subtotal - Salaries & Wages					$ -	$ -	$ -	$ -	$ -
Personnel Benefits:									
FICA									$ -
Pensions/Retirement									$ -
Industrial Insurance									$ -
Health/Dental									$ -
Unemployment Compensation									$ -
Other Employee Benefits									$ -
Subtotal - Personnel Benefits:					$ -	$ -	$ -	$ -	$ -
TOTAL PERSONNEL COSTS (SALARIES & BENEFITS):					$ -	$ -	$ -	$ -	$ -
									(V.2.0 - 2016)

Appendix A: HSD Vision and Mission

Vision

The vision of the Seattle Human Services Department is that all basic needs in our communities are met through innovative and collaborative approaches. Greater Seattle is a place where the richness of our diversity is valued, all of our communities thrive, and people grow up and grow old with opportunity and dignity.

Mission

The mission of the Seattle Human Services Department is to connect people with resources and solutions during times of need so we can all live, learn, work and take part in strong, healthy communities.

Values

We accomplish our mission by adhering to core values and funding programs whose work supports them:

- *Vision* – we are future-focused, funding outcomes that create a stronger community.
- *Innovation* – we foster an environment where creativity and new approaches are valued, tested, refined and implemented.
- *Results* – we fund and administer programs that are accountable, cost-effective, and research-based, ensuring people receive high-quality services.
- *Equity* – our resources are devoted to addressing and eliminating racial, social, economic, and health disparities in our community.
- *Creative collaboration* – we share the collective wisdom of our colleagues and community to develop and implement programs.
- *Service* – we ensure the programs we support are accessible to all community members and deliver high-quality, welcoming customer service.

HSD has developed a strategy for results-based accountability and addressing disparities to ensure that the most critical human service needs are met by:

- **DEFINING** the desired results for the department's investments;
- **ALIGNING** the department's resources to the desired results; and
- **EVALUATING** the result progress to ensure return on investment.

Appendix B. HSD Theory of Change

The results-based accountability "Outcomes Framework" helps HSD move from ideas to action to ensure that our work and investments are making a real difference in the lives of vulnerable people. HSD's **Theory of Change** ensures that data informs our investments – particularly around addressing disparities – and shows the logical link between the desired results, indicators of success, racial equity goals based on disparity data, strategies for achieving the desired results, and performance measures.

Whole Population Data → Desired Results → Indicators → Racial Disparity Data → Racial Equity Goal → Strategy → Performance Measure

All investments resulting from this funding opportunity will demonstrate alignment with HSD's theory of change towards achieving the Community Support and Assistance division's identified community value and specific desired results:

Goal: Our community is safe, stable and self-reliant

Results:
- All people living in Seattle are sheltered

Bridges Shelter Opportunities Theory of Change
The theory of change describes the expectations for how the desired results and equity goals will be achieved through a set of specific activities (strategy) which are measured by quantity, quality and impact performance measures.

Desired Result	Indicator	Racial Disparity Data	Racial Equity Goal	Strategy	Performance Measure
Condition of wellbeing for entire population	Achievement benchmark – how we know the "result" was achieved	Data depicting socioeconomic disparities and disproportionality between ethnic/racial populations	Stretch goal for reducing and/or impacting the racial equity disparity	Activities or interventions that align to the results and indicators, and are informed by best or promising practices, cultural competency and community engagement – what HSD is purchasing?	What gets counted, demonstration of how well a program, agency or service is doing (quantity, quality, impact)
All people living in Seattle are sheltered	# Individuals living unsheltered in Seattle will be at 'functional zero'. Functional-zero is the state at which the number of homeless individuals in a community in a given month is no greater than the community's exits to permanent housing.	% of exits within each race/ethnicity category that were exits to Permanent Housing in 2015 3% Native Hawaiian/Pacific Islander 4% American Indian/Alaska Native 6% Multi-Racial 7% Asian 8% White 9% Black/African American 9% Hispanic/Latino	Native Hawaiian/Pacific Islander, American Indian/Alaska Native, Asian, and Multi-Racial individuals will exit emergency shelter to permanent housing at a rate at least equal to White individuals.	• Shelter beds, operations, and supportive services that are delivered in a culturally responsive way • Housing navigation and placement • Benefits acquisition (including possible SSI, SSDI, VA benefits) • Referrals to other community resources • Enrolment into Coordinated Entry for All	• # Individuals at the shelter/% bed utilization both at any given time and over contract period (quantity) • # Days stay at shelter/length of stay (quantity) • % Individuals exit to permanent housing (quality) • % focus population exits to permanent housing (quality) • # Individuals in Seattle living unsheltered (impact)

Appendix C: HSD Appeals Process

The following outlines the opportunity for applicants to appeal a decision made by HSD in the funding process:

- **Post-Notice of Award Appeal Process:** This process is applicable to applicants notified by HSD of the final status of their application, as determined by the HSD Director, upon the conclusion of the review and rating process.

While the grounds for appeals and deadlines differ, both processes will follow the same appeal format and content requirements and decision process, except as otherwise stated herein.

Post-Notice of Award Appeal Process

Grounds for Appeals:
Only an appeal alleging an issue concerning the following subjects shall be considered:

- A matter of bias, discrimination or conflict of interest.

- Violation of policies or failure to adhere to guidelines or published criteria and/or procedures established in a funding opportunity.

Appeals Deadlines:

1. The Human Services Department will notify all applicants in writing of the final status of their application. For awarded applications, if appropriate, the level of funding to be allocated will be stated.

2. Any applicant wishing to appeal a decision regarding award must submit the appeal in writing to the HSD Director within ten (10) business days from the date of the written notification by HSD.

3. The HSD Director will review the written appeal and may request additional oral or written information from the appellant organization. A written decision by the HSD Director will be made within five (5) business days of the receipt of the appeal. The HSD Director's decision is final.

4. HSD will not finalize a contract resulting from the solicitation until the appeal process has closed; however, HSD reserves the right to issue an interim contract for services to meet important client needs.

Appeal Format and Content:
A notice to HSD staff that an applicant intends to appeal does not reserve the right to an appeal. The applicant must file an appeal within the required deadline and follow the proper format. A casual inquiry, complaint or an appeal that does not provide the facts and issues, and/or does not comply with the form, content or deadline herein, will not be considered by the Department or acted upon as an appeal.

All appeals shall be in writing and state that the applicant is submitting a formal appeal. Deliveries by hand, mail or email are acceptable methods. HSD is not responsible for ensuring that an appeal is received within the appeal deadlines. If HSD does not receive the appeal by the deadline, the protest will be rejected.

Appeals must be addressed to:

Catherine Lester, Director
Seattle Human Services Department
700 5th Avenue, Suite 5800
P.O. Box 34215
Seattle, WA 98124-4125

Email: Catherine.Lester@seattle.gov

Appendix C: HSD Appeals Process

Include the following information and any additional information you would like considered in the appeal. Failure to provide the following information may result in rejection of the appeal if the materials are not sufficient for HSD to adequately consider the nature of the appeal:

1. Agency name, mailing address, phone number and name of individual responsible for submission of the appeal;
2. Specify the funding opportunity title;
3. State the specific action or decision you are appealing;
4. Indicate the basis for the appeal including specific facts;
5. Indicate what relief or corrective action you believe HSD should make;
6. Demonstrate that you made every reasonable effort within the funding process schedule to resolve the issue, including asking questions, attending information sessions, seeking clarification and otherwise alerting HSD to any perceived problems; and
7. Signed by the Agency's Executive Director or similar level agency management staff.

Appeals Process:
Within two (2) business days of receiving an appeal according to the appeals submission process outlined herein, the applicant will receive a receipt from the HSD Director's Office notifying the applicant of the date, time and method by which the appeal was received. If the applicant does not receive a receipt within two business days, it should be assumed that HSD did <u>not</u> receive the appeal and it will therefore not be considered.

The HSD Director will review the appeal. All available facts will be considered and the HSD Director shall issue a final decision. This decision shall be delivered in writing by email or mailed letter to the individual making the appeal and the Agency's Executive Director or similar level agency management staff who signed the appeal.

Each written determination of the appeal shall specify whether the HSD Director:

1. Finds the appeal lacking in merit and upholds the City action; or

2. Finds only immaterial or harmless errors in HSD's funding process and therefore rejects the appeal; or

3. Finds merit in the appeal and:

    For the Minimum Eligibility Screening Appeal Process: proceeds with inclusion of the original application, as submitted, in the application review and rating process. (<u>This does not guarantee an award from the funding process, but rather allows the originally rejected application to re-enter the evaluation process for funding consideration.</u>)

    For the Post-Notice of Award Appeal Process: states the appropriate action, which may include but is not limited to rejecting all intended awardees, making partial award, re-tabulating scores, or any other action determined by the HSD Director.

If HSD finds an appeal without merit, HSD may continue with the funding process (contract execution). Even if the appeal is determined to have merit, HSD may issue an interim contract for services to meet important client needs. Nothing herein shall diminish the authority of HSD to enter into a contract, whether an appeal action or intention to appeal has been issued or otherwise.

Appendix D: Glossary

Focus Populations
Focus populations are identified as specific racial or ethnic groups within the priority community and with data showing the highest disparities in the investment area. Priority communities and focus populations for this funding are based on HSD's outcomes framework, a results-based accountability method, and ensures that the department's investments are dedicated to addressing disparities in the population.

Housing First
Housing First programs have low barriers to entry. Housing location, and housing placement are offered to people experiencing homelessness without preconditions such as sobriety, mental health treatment, medication adherence, or service participation requirements. Obtaining housing is the primary goal of housing first programs.

Housing Navigation
Housing Navigation services involve assisting clients in locating, applying for, and securing housing. Housing Navigation activities can be a collaborative effort between the Housing Navigator and client. The Housing Navigator will take a greater or lesser lead in housing navigation activities based on each client's unique abilities and barriers related to locating and securing housing.

Low Barrier
Low Barrier programs are easily accessible to individuals with high levels of need and high barriers to successful outcomes such as individuals with active substance use, mental health challenges, behavioral challenges, medical needs, and disabilities. Low Barrier programs also have no or very minimal guidelines related to 'curfew', the amount of belongings one can bring onsite, entering services with partners or 'chosen family', and pets.

Priority Community
Priority communities are identified as a group (or groups) comprising a specific demographic (seniors, youth, families, etc.) or having a specific issue in common (homelessness, mental health, violence involved, etc.).

Support Services
Support Services include assisting clients in addressing concerns related to community/shelter living, supporting clients in being successful in the shelter environment, and connecting individuals to community based services to meet their broader needs.