



**City of Seattle**  
**Human Services Department**

**2017**  
**Homeless Investments**  
**Request for Proposal**

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# Homeless Investments Request for Proposal

## I. INTRODUCTION

The City of Seattle Human Services Department (HSD) is seeking applications from agencies interested in providing services that support movement toward and access to permanent housing for people experiencing homelessness. This Request for Proposal (RFP) is open to any legally constituted entities that meet the minimum eligibility requirements outlined in Section VI of the Guidelines and Application Instructions.

The Homeless Investments RFP is part of [The Pathways Home Initiative](#), Seattle's Person-Centered Plan to Support People Experiencing Homelessness. Investments will be based on the following Pathways Home investment principles for reducing homelessness:

- 1) Create a Person-Centered, Systemic Response,
- 2) Invest in Models with Demonstrated Success, and
- 3) Address Racial Disparities

These principles are the foundation for six Pathways Home priority actions: commitment to families living unsheltered, expanding 24-hour shelter options, actively problem-solving wait lists, connecting people to services, making rental units accessible, and ensuring good government and performance. The Homeless Investments RFP is a tool to drive these priority actions and support the goal of ensuring that all people experiencing homelessness in Seattle are sheltered. HSD strongly encourages applicants to review Pathways Home in preparation for responding to this RFP.

Please note that many current HSD contracts for homeless services end on December 31, 2017; current grantees were notified on June 12, 2017 of specific contracts ending (if unsure, current grantees should contact their HSD contract specialist).

HSD will invest in multiple proposals across a diverse group of providers to help ensure that the actions and outcomes of Pathways Home investment principles are achieved. Initial awards will be made for the period of January 1, 2018–December 31, 2018. While it is the City's intention to renew agreements resulting from this Request for Proposal on an annual basis through 2020, any future funding beyond December 31, 2018 will be contingent upon performance and funding availability.

Approximately \$30M is available through this Request for Proposal from the following sources:

<b>Fund Sources</b>	<b>RFP Amount*</b>
<i>HSD General Fund</i>	\$24,791,234
<i>CDBG (Community Development Block Grant)</i>	\$3,000,000
<i>ESG (Emergency Solutions Grant)</i>	\$800,000
<i>City of Seattle Housing Levy Fund</i>	\$1,772,520
<b>Total</b>	<b>\$30,363,754</b>

*\*Amounts are subject to change based on available funding.*

All materials and updates to the RFP are available on HSD's [Homeless Investments RFP web page](#). HSD will not provide individual notice of changes, and applicants are responsible for regularly checking the web page for any updates, clarifications, 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 the Homeless Investments RFP, please contact:

Seán Walsh via email at [SeanP.Walsh@seattle.gov](mailto:SeanP.Walsh@seattle.gov)

<b>II. TIMELINE</b>
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Funding Opportunity Released	Wednesday, June 28, 2017
*Information Session 1	Thursday, July 6, 2017 1:30pm-3:30pm Lake City Public Library 12501 28 <sup>th</sup> Ave NE Seattle, WA 98125
*Information Session 2	Monday, July 10, 2017 1:30pm-3:30pm Douglass-Truth Public Library 2300 E Yesler Way Seattle, WA 98122
*Information Session 3	Monday, July 17, 2017 10:30am-12:30pm Columbia City Library 4721 Rainier Ave S Seattle, WA 98118
Last Day to Submit Questions	Tuesday, August 1, 2017 by 4:00pm
Application Deadline	Tuesday, September 5, 2017 by 4:00pm
Interviews, If Applicable	Wednesday, September 6, 2017 - Friday, October 6, 2017, subject to change
Planned Award Notification	Monday, November 27, 2017
Contract Start Date	Monday, January 1, 2018

\*Please contact Funding Process Coordinator for accommodation requests: Seán Walsh at [SeanP.Walsh@seattle.gov](mailto:SeanP.Walsh@seattle.gov).

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

### III. APPLICATION COMPONENTS

The Homeless Investments application is divided into sections. The **Agency Application** includes narrative questions about the applicant’s capacity and experience, partnerships, cultural competency, and more, at an organizational level. Applicants should complete the Agency Application *one time only*.

The **Project Applications** include narrative questions about project design, model fidelity, budget detail, and more, about each requested project. Applicants should complete one Project Application *for each requested project*. Additional Application Instructions can be found in Section X. of the Guidelines and Application Instructions.

### IV. INVESTMENT BACKGROUND

In 2015, the City of Seattle conducted a Homeless Investment Analysis which showed that current City investments are disjointed, with a heavy focus on basic intervention services rather than a cohesive and comprehensive continuum of strategies designed to end people’s homelessness. The Homeless Investment Analysis recommended the development of a homeless policy framework—the Pathways Home initiative—the City’s road map to improve the homeless response system. The intention of Pathways Home is to move toward right-sizing the system. This will help to create a more balanced approach to ensure the continued availability of necessary survival services and an increased focus on the permanent housing placements necessary to end a person’s homelessness. It will also help provide the prevention and diversion services needed to keep people out of the homeless system.

In 2016, HSD signed a Memorandum of Understanding with All Home, King County, and United Way of King County committing to collectively advance homeless system transformation through investment and other strategies that operationalize the vision of homelessness as rare, brief and one-time in our community.

As part of Pathways Home, HSD chose to release this competitive RFP for homeless investments. HSD has not competitively bid the majority of these investments in more than 10 years. In releasing the Homeless Investments RFP, HSD will align its investments with the Pathways Home principles (Create a Person-Centered, Systemic Response; Invest in Models with Demonstrated Success and; Address Racial Disparities) as well as with broader homeless system transformation efforts underway.

### V. OVERVIEW OF INVESTMENT AREA

This section includes information about project models, application content, and system priorities—including performance and commitment to racial equity—that HSD will consider in funding decisions.

Investments will reflect HSD’s vision, mission, and values which can be found in Appendix A.

#### A. Available Funding for Project Areas

There are a number of projects in the homeless services system which respond to people experiencing homelessness in Seattle including crisis response and access to permanent housing.

HSD will invest in the following project areas. Available funding is aligned with Pathways Home priorities.

Project Area	Available Funding
Capital	Up to \$500K
Diversion	Up to \$4M
Emergency Services (Day and Overnight Shelter, Day Center, Hygiene Services)	Up to \$16M
Homelessness Prevention	Up to \$3M
Outreach and Engagement	Up to \$4.5M
Permanent Supportive Housing	Up to \$3M
Rapid Re-Housing	Up to \$8M
Transitional Housing	Up to \$2M

More detail on the project models and HSD’s expectations is in Appendix D. Agencies may apply for projects in one or multiple project areas using the RFP Project Applications.

Applicants may apply for capital funding to support one or more of their projects under the following priorities:

- Conversion from basic shelter to enhanced shelter
- Conversion from transitional housing to permanent supportive housing
- ADA accommodations

Eligible capital expenses are outlined in the Capital Determination of Eligibility Application. Up to \$500K in Community Development Block Grant (CDBG) funds is available for capital projects.

**B. Performance Measures and Performance Pay**

Project performance will be a key part of contracting through this RFP. Performance measures may include the following, as well as other performance measures that may be identified by city and/or regional efforts during contract negotiation at a later date.

- Exit rates to permanent housing
- Length of stay (days)
- Return rate to homelessness
- Entries from homelessness
- Utilization rate

Contracts funded through this RFP process will be expected to demonstrate results, including measurable success moving people experiencing homelessness into permanent and stable housing. For projects funded under the Emergency Services Shelter (specifically, overnight and daytime shelter), Transitional Housing, Permanent Housing and Rapid Re-Housing project areas, twelve percent (12%) of the annual award made through this RFP will be based on Performance Pay:

- Outcomes for these project types will be evaluated quarterly. Each quarter, three percent (3%) of funding will be awarded if the project is achieving Minimum Performance Standard for their project type and population.
- Conversely, if a project is not meeting the Minimum Performance Standard for exits to permanent housing, then 3% of the award amount will be forfeited for each quarter the Minimum Performance Standard is not met.

Performance pay for additional project areas will be phased in over the next two years.

Appendix E provides more detail on Minimum Performance Standards (as well as Target Performance Standards) by project area.

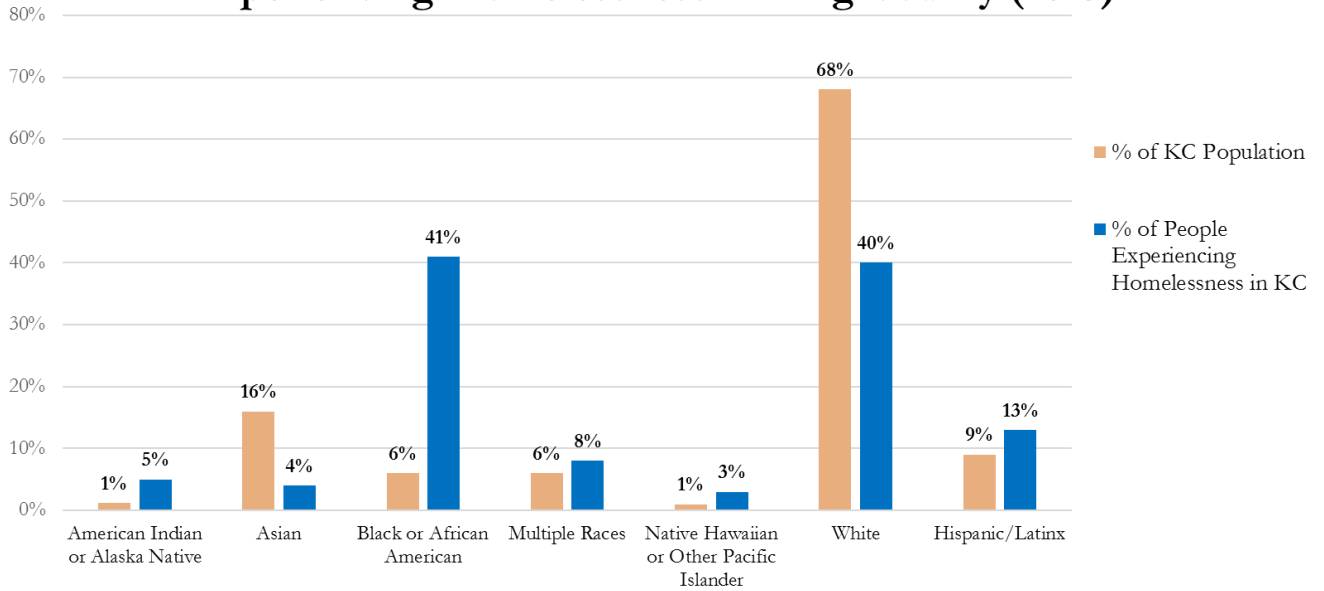
## **C. Addressing Racial Equity and Social Justice Goals**

### **Address Racial Disparities**

Homelessness is often a symptom of structural and institutional racism that exists in the juvenile and criminal justice systems, healthcare, education, housing policies, and a result of gentrification and the widening of income inequality. In King County, nearly two-thirds of people experiencing homelessness are people and families of color. African Americans are five times more likely to experience homelessness than their white counterparts in King county and American Indian and Alaska Native individuals are seven times more likely to experience homelessness.

History provides context to these numbers. A compilation of enforced policies, laws, and practices worked to favor, protect, and foster entitlement and generational wealth for many white Americans. The same enforced policies devastated indigenous populations due to occupation, murder, disease, slavery, removal, relocation, and breaking of treaties over many generations. Simultaneously, African people experienced kidnapping, brutality, enslavement, murder, relocation, dismantled families, segregation, and redlining. Institutions in the Seattle region were built upon these inequitable national and local practices and the imprint remains visible through data we see today.

## Race of King County Residents Compared to People Experiencing Homelessness in King County (2015)



Source: U.S. Census Bureau. (May 2016). American Community Survey 2015 1-Year Estimates, Table DP05: ACS Demographic and Housing Estimates. Retrieved from <http://factfinder2.census.gov>.

Source: 2015 Seattle-King County Homeless Management Information System, via All Home Seattle-King County Coordinating Board Dashboard. Retrieved from <http://allhomekc.org/the-problem/>

As a community and as a City Department, addressing the underlying structural and institutional racism that contributes to this disproportionality is vital to ensuring that all people, regardless of race or ethnicity, have paths out of homelessness. The undoing of institutional and structural racism is consistent with HSD’s vision that greater Seattle is a place where the richness of our diversity is valued, all our communities thrive, and people grow up and grow old with opportunity and dignity.

### Systemwide Racial Equity Goals

In keeping with this RFP’s intent to increase movement to permanent housing, HSD has reviewed recent data showing exits from homeless assistance projects into permanent housing by race. This analysis is used to identify disparities and determine racial equity goals for access to permanent housing. (See more about HSD’s Results-Based Accountability framework and Theory of Change in Appendix B).



	Total Number of Exits	Total Number of Exits to Permanent Housing	Percent Exiting to Permanent Housing
Asian	569	258	45%
Black or African American	6,382	2,557	40%
Native Hawaiian or Other Pacific Islander	351	130	37%
Multiple Races	1,100	387	35%
Hispanic/Latino	1,462	482	33%
White	8,432	2,491	30%
American Indian or Alaskan Native	728	171	23%

These data show that:

- By percentages, American Indian and Alaskan Natives have the highest disparity of exiting homeless assistance projects to permanent housing (23%).
- By percentages, Blacks and African Americans, have the highest disparity of experiencing homelessness.

Based on this information, the racial equity goals for this RFP are to:

- Increase the rate at which American Indian/Alaskan Native households exit to permanent housing to a rate that is comparable to other races.
- Increase the rate at which Black/African American households maintain permanent housing through a homelessness prevention project, or are diverted from homelessness.

The racial equity goal assumes continued support for people exiting to permanent housing who are currently being served proportional to the overall population, with more learning and focus on:

- Understanding where people are going when they are not exiting to permanent housing and changing that experience through community-driven solutions;
- Understanding where people are being permanently housed when they leave homeless assistance projects. Data does not currently show us if people are being housed in their communities of choice or displaced to other locations.

## The Work Ahead

While the RFP Racial Equity Goals are focused on the percent of exits to permanent housing, it is recognized that the system needs to do more. The experiences and impact of systemic racism and oppression are not the same for all people of color. Solutions and strategies to meet these equity goals should seek not only to affect someone's housing status but also to understand the role of structure and power in creating these inequities. HSD will examine its policies and practices and will learn and work in partnership with communities and providers to become an antiracist organization.

### D. Cultural Competency

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”.<sup>1</sup> 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”.<sup>2</sup>

**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 project, including policy, governance, staffing, and service model and delivery. 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 projects and services.

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<sup>1</sup> Coyne, C. (2001) “Cultural Competency: Reaching Out to All Populations”. PT Magazine, pgs. 44-50.

<sup>2</sup> York, S. (2003) Roots and Wings: Affirming Culture in Early Childhood Programs. St. Paul, MN: Redleaf Press, pg. 161.

## **E. Housing First and Low Barrier**

Housing First is an approach to quickly and successfully connect households experiencing homelessness to permanent housing without preconditions and barriers to entry. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to housing entry. The core features of Housing First include:

- Few to no programmatic prerequisites to permanent housing entry such as demonstration of sobriety, completion of treatment programs or agreeing to comply with treatment.
- Low barrier admission policies which are designed to “screen in” rather than screen-out participants with the greatest barriers to housing such as having no or very low income, poor rental history, or criminal histories.
- Supportive services are voluntary but can and should be used to persistently engage participants to ensure housing stability—services are proactively offered to help achieve and maintain housing stability but are not a condition of tenancy. Harm reduction and motivational interviewing techniques may be useful.
- Practices and policies to prevent lease violations and evictions; for example, alcohol and drug use are not considered lease violations unless such use results in disturbances to neighbors or is associated with illegal activity. Housing First models may also have policies that provide some flexibility in when rent payment is due.

Housing First projects ensure housing and service options are modified to meet the unique needs of each household requesting services and that participants are offered the services that they identify as important to them.

## **F. Person-Centered System of Care**

A person-centered approach responds to the unique needs of each family and individual based on a brief assessment of their needs, strengths, and vulnerabilities. Once assessed, people are matched to the appropriate housing resources. Services should be customized to fit an individual’s needs rather than expecting an individual to follow strict programmatic guidelines for services they may or may not need.

## **G. Partnerships and Collaboration/Improved Coordination of Services**

A systemic response to homelessness involves more than having quality individual projects available. Those projects must be accessible, coordinated, and achieving results.

HSD encourages partnerships and collaborations that contribute to increasing access to services (expanding hours, adding locations, etc.), strengthening culturally competent services, and improving housing outcomes.

HSD is particularly interested in partnerships that are jointly designed and formalized through subcontract arrangements. The partnerships should reflect an equitable allocation of funding, a focus on strengthening the capacity of partners, a commitment to collecting and using data, and the leveraging of investments by other public or private organizations committed to the project.

## H. Participation in Coordinated Entry for All

Coordinated Entry for All (CEA) is a system to ensure that all people experiencing a housing crisis have fair and equal access to housing assistance, and are quickly identified, assessed for, and connected to housing and homeless assistance based on their strengths and needs. It uses standardized tools and practices, incorporates a system-wide housing first approach, and coordinates assistance so that those with the most severe service needs are prioritized. This approach has been adopted locally, and is guided by the U.S. Office of Housing and Urban Development's (HUD) Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act.

Participation in King County's Coordinated Entry for All (CEA) system is required during the contract period. Participation in CEA includes:

- Using CEA to fill housing vacancies, unless an exception is granted in accordance with the CEA Standard Operations Manual;
- Ensuring new projects are accurately set up in HMIS;
- Coordinating with CEA to ensure effective, person-centered services;
- Participation in Impact Team/By-Name List (BNL) work; and
- Participation with service providers, funders, consumers and other stakeholders in CEA continuous improvement efforts

## I. Best Practices/Demonstrated Success

By concentrating investments on projects with a relentless focus on permanent housing, the system can begin to address the community's large unsheltered population and reduce homelessness. Projects should be designed to assist families, individuals, youth, and young adults to obtain and/or maintain stable permanent housing, and should reflect the best practices described in the Project Models in Appendix D. Data analysis and project evaluation should be included in project design to improve performance and ensure that outcomes are being achieved.

## J. System Priorities

1. Projects that receive funding through the 2017 Homeless Investments RFP will be required to prioritize households who meet the HUD definition of literally homeless (Category 1<sup>3</sup>), which is defined as a household that is living in a place not meant for habitation, or residing in emergency shelter prior to project entry per the Types of Residence field in the Homeless Management and Information System (HMIS) database. Projects serving youth and young adults may also serve participants at imminent risk of homelessness within 14 days of eviction (however, HUD will not allow Rapid Re-Housing match to be used to serve young adults at imminent risk of homelessness). Homelessness Prevention projects can serve participants at imminent risk of homelessness in 21 days or less.

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<sup>3</sup> For more information on the HUD definition of homeless, see [http://www.endhomelessness.org/page/-/files/3006\\_file\\_Summary\\_and\\_Analysis\\_of\\_Final\\_Definition\\_Rule.xpdf](http://www.endhomelessness.org/page/-/files/3006_file_Summary_and_Analysis_of_Final_Definition_Rule.xpdf)  
[http://www.endhomelessness.org/page/-/files/3006\\_file\\_Summary\\_and\\_Analysis\\_of\\_Final\\_Definition\\_Rule.xpdf](http://www.endhomelessness.org/page/-/files/3006_file_Summary_and_Analysis_of_Final_Definition_Rule.xpdf)

Projects whose populations are included in the Coordinated Entry for All (CEA) system are required to receive 100 percent (100%) of their admissions via this system, which should ensure compliance with the literally homeless designation. With the exception of Homelessness Prevention projects, projects not currently included in CEA will still be required to prioritize households who meet the HUD definition of literally homeless.

2. Projects should use a progressive engagement approach to prepare people experiencing homelessness for permanent housing, connect and refer them to housing services, and/or support their attainment and retention of permanent housing. Crisis response and basic needs services such as outreach, shelters and day centers, hygiene centers, and transitional housing should include staffing (in-house or through a partnership) to support permanent housing outcomes.

Proposals that include non-housing services such as employment, general case management, mental health, and food stability must directly support the housing outcomes/system performance measures outlined in Appendix E.

3. Projects must follow the guidelines of the Federal Fair Housing Act which prohibits discrimination on the basis of protected class. Projects should provide equal access to projects, shelter and housing regardless of race or gender identity, and should be able to accommodate specific requests related to sleeping and bathing facility access. For more information regarding the City's requirements and legal obligations for our contactors related to homeless shelters and services, please refer to this [online document](#).

Projects should encourage staff training in Fair Housing and Civil Rights, and strive to address Fair Housing goals through service delivery:

- Promote greater housing choice within or outside areas of concentrated poverty
- Promote access to areas of higher opportunity including access to jobs, community assets (e.g. parks, schools, libraries, etc.), and transit
- Provide equal access to all projects and services for all participants
- Be knowledgeable about the rights of LGBTQ individuals and have protocols in place for accommodating their needs within projects
- Ensure that staff and management understand and take action to improve access for people with diverse abilities. Consider your agency communication tools, hiring practices, physical environment barriers and community outreach practices when reviewing accessibility challenges

## VI. AGENCY ELIGIBILITY

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

## **VII. PARTICIPANT DATA AND REPORTING**

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

Agencies must enter data and adhere to data quality procedures as stipulated in the King County HMIS Standard Operating Procedures.

Agencies will be required to report participant-level data, project services/activities, numbers of households assisted, and project outcomes utilizing Clarity HMIS as a condition of funding. Direct data entry is required in all cases, except for agencies with prior written approval to do data integration from our HMIS Administrator King County and with approval of the City of Seattle.

## **VIII. SELECTION PROCESS**

This RFP is competitive. All interested parties must submit a complete application packet (as outlined in Section X of the Guidelines and Application Instructions) by the deadline to be considered for funding. All completed applications turned in on or before the deadline that meet the agency eligibility requirements (as outlined in Section VI of the Guidelines and Application Instructions) will be reviewed and individually scored by members of the rating committee.

Applications not meeting requirements of minimum eligibility or application completeness will be deemed ineligible and will be eliminated from further consideration. HSD reserves the right to seek

clarification and accept or waive any nonmaterial irregularities or informalities in determining whether an application is eligible.

Eligible and complete applications will be rated based on the criteria for providing the required services outlined in the Guidelines and Application Instructions, Agency Application, and each Project Application. HSD reserves the right to contact the primary contact person listed on the agency’s completed Application Cover Sheet to clarify application contents. HSD also reserves the right to schedule and conduct interviews and/or site visits with some or all applicants prior to forwarding funding recommendations to the HSD Director.

Each application will have a maximum score of 100 points:

<b>Project</b>	<b>Agency Application, Project Application, Budget</b>	<b>HMIS System Performance for January 1, 2017-June 30, 2017</b>	<b>Total</b>
Transitional Housing, Permanent Supportive Housing, Rapid Re-Housing, and Emergency Shelter (from the Emergency Services project area)*	Up to 60 points	Up to 40 points	Up to 100 points
Homelessness Prevention, Diversion, Outreach and Engagement, and Hygiene Centers (from the Emergency Services project area)**	Up to 60 points	N/A	Up to 100 points

\*Applicants proposing new projects in these project areas who have no other projects of the same project type will be contacted and asked to complete a supplemental application

\*\*Scores in these project areas will be converted to 100 points using the formula: total points awarded/6x10

Following the rating process, including interviews if any, the rating committee 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, awarding partial funding, or increasing funding based on budget availability, and negotiating with any proposer regarding the funding amount and other terms of any contract resulting from this RFP.

Note: Per the MOU – Implementation of Revised System Wide Performance Targets and Minimum Standards (Appendix C), existing (i.e. “continuation”) projects for Emergency Shelter, Transitional Housing, Rapid Re-Housing, and Permanent Supportive Housing must meet at least one of the five system minimum standards in order to qualify for contract funding in 2018. The minimum standards are Exit Rate to Permanent Housing, Length of Stay, Utilization Rate, Return Rate to Homelessness, Entries from Homelessness. Data will be assessed from January 1, 2017-June 30, 2017. Data for this time period will be pulled beginning August 1, 2017.

## IX. APPENDIX LIST

A link to each Appendix document can be found at the [Homeless Investments RFP web page](#)..

- A. HSD Vision, Mission and Values
- B. HSD’s Results-Based Accountability Framework and Pathways Home Theory of Change
- C. Memorandum of Understanding (MOU) – Implementation of Revised System Wide Performance Targets and Minimum Standards
- D. Homeless Housing Project Models
- E. Minimum Performance Standards and Target Performance Standards
- F. Contracting Requirements
- G. Appeals Process
- H. Application Checklist

## X. APPLICATION INSTRUCTIONS

### A. Submission Instructions & Deadline

**Completed application packets are due by 4:00 p.m. on Tuesday, September 5, 2017.**

Application packets must be received in person, by mail, or via online submission. No faxed or e-mailed proposals will be accepted. Proposals must be received and date/time stamped by the 4:00pm deadline on Tuesday, September 5, 2017. *Incomplete proposals or proposals that do not meet the minimum eligibility requirements outlined in this Request for Proposal will not be accepted or reviewed for funding consideration.*

**A completed application consists of the following:**

- Application Cover Sheet
- One completed Agency Application
- One completed Project Application for **each** proposed project
- Proposed Project Budget and Proposed Personnel Detail for **each** proposed project



- Capital Determination of Eligibility Application (as needed)
- Agency Budget for 2017
- Board of Directors' Roster
- Last three Board of Directors' Meeting Minutes
- Verification of Non-Profit Status
- Copy of Proof of Indirect Rate (if Agency has an approved indirect rate)

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  
Request for Proposal Response – Homeless Investments  
Attn: Seán Walsh

*Delivery Address*  
700 5<sup>th</sup> Ave., 58<sup>th</sup> Floor  
Seattle, WA 98104-5017

*Mailing Address*  
P.O. Box 34215  
Seattle, WA 98124-4215

#### **AFTER MINIMUM ELIGIBILITY SCREENING AND DETERMINATION OF A COMPLETED APPLICATION**

If HSD does not already have them on file, any or all of the following documents may be requested after applications have been determined eligible for review and rating. Agencies have four (4) business days from the date of written request to provide requested documents to the Homeless Investment RFP coordinator:

1. A copy of the agency's current fiscal year's financial statements reports, consisting of the Balance Sheet, Income Statement and Statement of Cash Flows, certified by the agency's CFO, Finance Officer, or Board Treasurer.
2. A copy of the agency's most recent audit report.
3. A copy of the agency's most recent fiscal year-ending Form 990 report.
4. A current certificate of commercial liability insurance. Note: if selected to receive funding, the agency's insurance must conform to MASA requirements at the start of the contract.

#### **B. Format Instructions**

1. Applicants should complete only **one Agency Application**, and should complete **one Project Application for each project requested for funding**. Each Project Application includes a set of application questions specific to the project and related budget forms. For example, if an

applicant is applying for three separate projects, it should submit one Agency Application and three Project Applications (one for each project) in addition to other required materials.

2. **Applicants should enter responses directly into each application or form.** There is no need to create additional documents.
3. Applications will be rated only on the information requested and outlined in this Request for Proposal, 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.
4. Each application should be completed using the template provided. The application document is locked for easy checkbox and narrative response in HSD’s standard format (one inch margins, single spacing, minimum size 11-point font).
5. The Agency Application may not exceed a total of 12 pages, and each Project Application may not exceed a total of 12 pages. Pages which exceed the page limitation will not be included in the rating.

### C. Technical Assistance

HSD has partnered with the Nonprofit Assistance Center (NAC) to provide technical assistance for the Homeless Investments RFP. These technical assistance sessions are intended for grassroots, community-based organizations who request additional grant writing assistance and are not as familiar with the City of Seattle’s procurement processes.

NAC will not write the applications for applicants but can provide other assistance in the form of clarifying application and budget questions, thinking through proposal development ideas, and reviewing proposal drafts.

Instructions for scheduling technical assistance will be provided at the [Homeless Investments RFP web page](#) after July 6. Applicants may schedule one technical assistance session by appointment, and may request additional sessions based on NAC availability (priority will go toward ensuring each applicant requesting technical assistance receives at least one session). Applicants are strongly encouraged to schedule appointments as early as possible, as a high volume of requests close to the application deadline will result in limited availability.

Technical assistance locations are ADA accessible.

### D. Application Materials

<p><b>APPLICATION MATERIALS</b></p> <ul style="list-style-type: none"> <li>Application Cover Sheet – Complete Only Once</li> <li>Agency Application – Complete Only Once</li> <li>Project Applications and Budget Documents– Complete One Per Project             <ul style="list-style-type: none"> <li>• Diversion</li> </ul> </li> </ul>	<p>Application materials are located on the <a href="#">Homeless</a></p>
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<ul style="list-style-type: none"><li>• Emergency Services</li><li>• Homelessness Prevention</li><li>• Outreach and Engagement</li><li>• Permanent Supportive Housing</li><li>• Rapid Re-Housing</li><li>• Transitional Housing</li></ul> <p>Capital Determination of Eligibility Application – Complete One Per Project (as needed)</p>	<p><a href="#">Investments RFP web page</a></p>
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