



City of Seattle
Human Services Department

2015
Rapid Rehousing for Single Adults
Request for Proposal
Amendment
2/4/15

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Human Services Department**

**2015
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GUIDELINES

I. Introduction

The Community Support and Assistance division of the City of Seattle Human Services Department (HSD) is seeking applications from agencies interested in providing Rapid Rehousing for non-chronically homeless single adults who are literally homeless, living in shelter or in places not meant for human habitation.

Eligible activities include short-term rental subsidy, housing navigation and placement, and employment navigation. Applications will be accepted from nonprofit organizations that serve city of Seattle residents and meet the following criteria:

- Experience implementing a Rapid Rehousing, Housing First, or short-term rental assistance housing navigation and placement program (defined in Section VI Program Requirements) for homeless populations and;
- Experience implementing an Employment Navigation program (defined in Section VI Program Requirements) for homeless populations, or submit an application that demonstrates a partnership with an agency that has experience and;
- Experience serving single, homeless adults without accompanied children and be able to demonstrate a level of competency in serving the following focus populations:
 - Individuals who have served in the US Armed Forces (male and female)
 - African American, Black, and Latino populations and;
- Ability to participate in Homeless Management Information System (HMIS).

Agencies serving homeless domestic violence survivors, sexual assault and/or commercial sexual exploitation survivors are encouraged to apply for this funding. These agencies do not have to show experience serving the male Veterans, but should be able to show a proficiency in serving female Veterans, those who have served in the US Armed Forces, and African American, Black, and Latino populations, and must detail how they will comply with data and reporting requirements.

Approximately \$620,000 is available through this Request for Proposal (RFP) from HSD General Fund and the Seattle Housing Authority. HSD intends to fund a maximum of three agencies, with initial awards funded for the period of June 1, 2015 through December 31, 2015. Agencies do not need to apply for the entire amount of funding.

Fund Sources	Eligible Uses	Amount
HSD General Fund	Housing navigation/ placement, short-term rental assistance, employment navigation	\$600,000
Seattle Housing Authority	Short-term rental assistance	\$20,000
Total		\$620,000

The amount of \$600,000 is expected to be available to serve the same investment area for the period of January 1, 2016-December 31, 2016. While it is the City’s intention to renew agreements resulting from this RFP on an annual basis through the 2016 program year, future funding will be contingent upon performance and funding availability.

All materials and updates to the RFP are available on HSD’s Funding Opportunities web page at www.seattle.gov/humanservices/funding/. If you have any questions please email:

Ann-Margaret Webb, Planning & Development Specialist, at Ann-Margaret.Webb@seattle.gov or Jessica Chow, Planning & Development Specialist, at Jess.Chow@seattle.gov

II. Timeline

Funding Opportunity Released	Monday, February 2, 2015
Information Session	Monday, February 9, 2015 3:00-4:30 p.m. The 2100 Building Community Room B 2100 24 th Avenue South Seattle, WA 98144
Last Day to Submit Questions	Monday, February 23, 2015 by 5:00 p.m.
Application Deadline	Monday, March 2, 2015 by 12:00 Noon
Planned Award Notification	Thursday, April 2, 2015
Contract Start Date	Monday, June 1, 2015

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

III. HSD Guiding Principles

In addition to the investment outcomes stated in this RFP investment will reflect the Seattle Human Services Department’s vision, mission and values and support the department’s theory of change.

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:

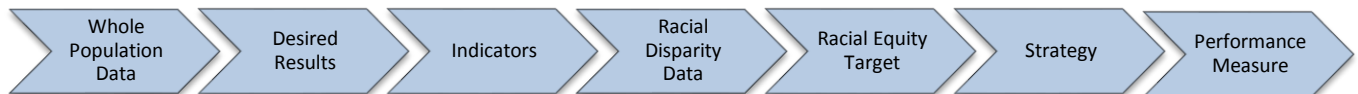
- **Vision** – we are future-focused, funding outcomes that create a stronger community.
- **Innovation** – we foster an environment where creativity and new approaches are valued, tested, refined and implemented.
- **Results** – we fund and administer programs that are accountable, cost-effective, and 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.

IV. Investment Area Background & Theory of Change

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
- **MONITORING** the result progress to ensure return on investment.

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 targets based on disparity data, strategies for achieving the desired results, and performance measures.



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 goal and the desired results

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

Results:

- Individuals and families have stable housing

Rapid Rehousing for Single Adults Theory of Change

The theory of change describes the assumptions for how the desired results will be achieved through a set of specific activities which are measured by quantity, quality and impact performance measures.

Desired Result	Indicator	Racial Disparity Data	Racial Equity Target	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/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)
Individuals have stable housing	# individuals experiencing homelessness	<p>Among single adults experiencing homelessness in shelter, 31% are African American, Black, 11% are Latino, 57% are white.</p> <p>Among single adults in the overall population in Seattle, 7% are African American, Black, 6% are Latino, 72% are white.</p>	African American, Black and Latino single adults are represented in emergency shelters at the same rate as their white counterparts, in relation to their representation in the overall population of Seattle.	<ul style="list-style-type: none"> • Housing Navigation • Housing Placement • Employment Navigation 	<ul style="list-style-type: none"> • Quantity: <ul style="list-style-type: none"> ○ 100 individuals receive support and housing • Quality: <ul style="list-style-type: none"> ○ Housing is affordable and permanent ○ Services are culturally responsive to the needs of Veterans (male and female), and African American, Black, and Latino homeless, single adults • Impact: <ul style="list-style-type: none"> ○ Fewer sheltered single adults ○ Individuals experience a shorter length of stay in shelter ○ Fewer individuals returning to homelessness ○ Equity in racial demographics of

					homeless single adults
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A. Overview of Investment Area

The investment area is housing navigation and employment navigation with flexible funding to address housing barriers and short-term (up to 3 months) rental subsidy for non-chronic homeless adults. Research has shown that Rapid Rehousing programs can be cost-effective in moving individuals and families experiencing homelessness into permanent housing. There is greater success in these programs when they are tied to employment navigation services.

B. Overview of Service Delivery System

The program will provide both housing and employment navigation for homeless adults (for a full description of the program, please see Section VI Program Requirements). For the housing navigation component of the program, services will emphasize addressing the immediate, short-term, barriers that are preventing individuals from entering housing, while using the appropriate assistance needed to resolve each individual’s immediate housing crisis through a progressive engagement approach (defined in Section VI Program Requirements).

All individuals working with a housing navigator will also be offered the opportunity to work with an employment navigator on their employment goals. Employment and housing navigators will coordinate their work to ensure seamless service delivery.

C. Focus Population

The focus population is single adults who are experiencing homelessness, with a focus on populations at increased risk of homelessness including single adults who are African American, Black, or Latino and single adults who have served in the US Armed Forces (male and female). Homeless domestic violence, sexual assault and commercial sexual exploitation survivors are included as eligible participants.

D. Expected Investment Outcomes & Indicators

Results tracked for the Rapid Rehousing for Single Adults investments will include:

Housing Navigation and Placement

- # of individuals engaged in navigation services
- # of individuals placed in permanent housing
- # of individuals placed in housing with friends or family
- % of participants placed in permanent housing who remain housed after 6 months
- % of participants placed in housing with friends or family who remain housed after 6 months

Employment Navigation

- # of individuals engaged in navigation services
- # of individuals obtaining a job
- # of individuals enrolled in job training or education
- # of individuals whose income increases

For all outcomes, race, ethnicity and Veterans’ status will be tracked.

V. HSD’s Commitment to Funding Culturally Responsive Services

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 client-centered and strength-based services that are culturally:

1. **COMPETENT**, as demonstrated by “a set of congruent behaviors, attitudes, and policies that come together in a system, agency, or profession that enables that system, agency, or profession to work effectively in cross-cultural situations”.¹ It is “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”.² 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”.³
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. 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 funding opportunity. For example, for those for whom English is not a primary language, agency staff will work to ensure that service recipients have access to culturally relevant interpreter services and/or written materials available in multiple languages.
3. **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 capacity to create authentic and effective relationships and provide culturally congruent 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 via the investment.
4. **ACCESSIBLE** through language, location, and delivery style. Agencies have the capacity to overcome mainstream barriers and/or provide effective alternative strategies that enable service recipients to easily access mainstream and nontraditional programs and services.

VI. Program Requirements

A. Service/Program Model

Housing Navigation

Agencies selected will provide a short-term intervention intended to quickly move individuals experiencing homelessness into housing. Services will emphasize addressing the immediate, short-term, barriers that are preventing individuals from entering housing, while using the appropriate assistance needed to resolve each individual’s immediate housing crisis through a progressive engagement approach. This approach is informed by the initial assessment of a client’s strengths, needs, and barriers, but it is not expected that the initial assessment will predict the total amount or duration of services needed. Service levels can be adjusted as needed and ongoing communication and assessment with the client is required to ensure the appropriate amount of assistance is provided.

Once an individual moves into housing, short-term rental assistance may be provided for up to three months, if needed. Within three months of being successfully housed and exiting the program, a client may request additional, one-time rental assistance. It is expected that the majority of individuals will move into single-unit, market-rate housing in Seattle or King County, but some individuals may resolve their homelessness by choosing

¹ Cross, T., Bazron, B.J., Dennis, K. and Isaacs, M.R. (1989) Towards a Culturally Competent System of Care (Vol. 1). Washington, DC: National Technical Assistance Center for Children’s Mental Health, pg. 121.

² Coyne, C. (2001) “Cultural Competency: Reaching Out to All Populations”. PT Magazine, pgs. 44-50.

³ York, S. (2003) Roots and Wings: Affirming Culture in Early Childhood Programs. St. Paul, MN: Redleaf Press, pg. 161.

to relocate, and/or move in with a roommate or family member. The goal of this “diversion” style housing placement is to find the individual a stable living arrangement and exit out of homelessness.

Each individual will work with a housing navigator to identify additional needs; housing navigators will refer clients to other resources in the community (mainstream services, benefit services, food assistance programs, childcare resources, etc.) to support on-going housing stability, but the majority of their time will be spent addressing client-identified housing barriers and helping the client locate affordable housing. Housing navigators will coordinate their efforts with the employment navigators to ensure seamless delivery of services.

Employment Navigation

All clients will be offered the opportunity to work with an employment navigator on their employment goals. Employment navigators will work with clients to find employment; increase wages or hours; conduct short and long term employment planning and ensure clients are connected with all employment and training benefits for which they are eligible. Employment navigators must be also knowledgeable regarding Veterans’ benefits.

Employment navigators will be mobile and able to meet clients at locations most convenient for the client. They will coordinate their efforts with the housing navigators to ensure seamless delivery of services. Clients will have access to employment navigators for up to six months following their entry into the program.

B. Criteria for Eligible Clients

Eligible participants/clients are non-chronically homeless single adults who are literally homeless, living in shelter or in places not meant for human habitation. The focus population is African American, Black and Latino single adults who are experiencing homelessness, with a focus on reaching and serving both male and female Veterans. Homeless domestic violence, sexual assault and commercial sexual exploitation survivors are included as eligible participants.

C. Expected Service Components

This program will provide a range of housing placement and short term interventions that may include: limited financial assistance including up to 3 months of rental assistance, move-in assistance, rent/utility deposits, and payment of rent and utility debt; landlord intervention/negotiation; mediation with family or friends who are potential landlords or roommates; permanent housing search and placement; housing stability case management based on a progressive engagement model; and flexible financial assistance to address other identified needs and barriers to housing. Program participants will be offered the opportunity to work with an Employment Navigator who will assist them in their efforts to increase employability, find employment and increase income.

D. Description of Key Staff and Staffing Level

Agencies will have the following staff associated with this program:

- Housing Navigators
- Employment Navigators
- Supervisory staff for the positions noted above
- Staff responsible for data entry for HMIS

E. Deliverable Outcomes/Milestones

Housing Navigation and Placement

- # of individuals engaged in navigation services
- # of individuals placed in permanent housing
- # of individuals placed in housing with friends or family
- % of participants placed in permanent housing who remain housed after 6 months
- % of participants placed in housing with friends or family who remain housed after 6 months

For all outcomes, race, ethnicity and Veterans' status will be tracked.

Employment Navigation

- # of individuals engaged in navigation services
- # of individuals obtaining a job
- # of individuals enrolled in job training or education
- # of individuals whose income increases

F. Other Regulations Applicable to the Investment Area

City of Seattle funding may only be used for clients in the city of Seattle; however, funds can be used for housing placement outside of the city of Seattle.

VII. Agency Eligibility

Applications meeting the requirements of this RFP will be accepted from any legally constituted entities that meet the following conditions:

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

VIII. Client Data and Program Reporting Requirements

Agencies must be able to collect and report 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 report client-level data; program services/activities; unduplicated numbers of individuals assisted; and program outcomes in Safe Harbors HMIS as a condition of funding. Direct data entry is required for this program, and data integration is not permitted. Domestic Violence agencies must detail how they will comply with data and reporting requirements if not a Safe Harbors participating agency.

IX. 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 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 at <http://www.seattle.gov/humanservices/funding/>.

- 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.
- HSD accepts no responsibility or obligation to pay any costs incurred by any applicant agency in the preparation or submission of a proposal or application or in complying with any subsequent request by HSD for information or participation throughout the evaluation and selection process.

X. Selection Process

This RFP is competitive. All interested parties must submit a complete application packet by the deadline to be considered for funding. All completed applications turned in by the deadline that meet the minimum eligibility qualifications will be reviewed and individually scored by members of the review committee. The review committee will forward their 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).

Applications not meeting submittal requirements or minimum eligibility qualifications will be deemed non-responsive and will be eliminated from further consideration. HSD reserves the right to identify, seek clarification and accept or waive any nonmaterial irregularities or informalities in determining whether or not an application is responsive.

Applications will be rated based on the criteria for providing the required services outlined in the Guidelines and Application materials. HSD reserves the right to contact the contact person listed on the agency's completed Application Cover Sheet (Attachment 2) to clarify application contents.

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.

XI. Appeal 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.

The following outlines the opportunities for applicants to appeal a decision made by HSD at two distinct points in the funding process:

1. **Minimum Eligibility Screening Appeal Process:** This process is applicable to applicants notified by HSD that their application was incomplete and/or did not meet the minimum eligibility requirements outlined in the Guidelines and Application document for the specific funding opportunity, and therefore will not be reviewed for funding consideration.
2. **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.

Minimum Eligibility Screening Appeal Process

Grounds for Appeals:

This process applies only to applicants wishing to appeal a decision regarding failure to submit a complete application or failure to meet the minimum eligibility requirements outlined in the funding opportunity. An appeal will only be determined to have merit if the applicant proves that the application submitted did meet the minimum requirements, qualifications, formatting standards, and was complete, and that the initial determination of ineligibility was in error. No additional information or details not included in the original application will be considered.

Appeals Deadlines:

1. The Human Services Department will notify applicants in writing if their application was incomplete and/or did not meet the minimum eligibility requirements outlined in the Guidelines and Application document for the specific funding opportunity.
2. Within five (5) business days from the date of the written notification by HSD, the applicant may submit a written appeal to the HSD Director.
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 ten (10) 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, an appeal may not prevent HSD from moving forward with the application review and rating process. HSD reserves the right to issue an interim contract for services to meet important client needs.

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. Within ten (10) business days from the date of the written notification by HSD, the applicant may submit a written appeal to the HSD Director.
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 ten (10) 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:

John Okamoto, HSD Interim Director
Seattle Human Services Department
700 5th Avenue, Suite 5800
P.O. Box 34215
Seattle, WA 98124-4125

Email: John.Okamoto@seattle.gov

Include the following information and any additional information you would like considered in the appeal. Failure to provide the following information can 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 not 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:
 - a. **For the Minimum Eligibility Screening Appeal Process:** proceeds with inclusion of the original application, as submitted, in the application review and rating process. (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.)
 - b. **For the Post-Notice of Award Appeal Process:** states the appropriate action, which may include but is not limited to rejecting all intended awardees or re-tabulating scores.

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.



City of Seattle
Human Services Department

2015
Rapid Rehousing for Single Adults
Request for Proposal
Amendment
2/4/2015

APPLICATION

Instructions and Materials

This Application Instructions and Materials packet contains information and materials for respondents applying for the 2015 Rapid Rehousing for Single Adults Request for Proposal (RFP). The RFP Guidelines is a separate document that outlines the RFP award process and provides more details on the service and funding requirements.

I. Submission Instructions & Deadline

Completed application packets are due by 12:00 Noon on Monday, March 2, 2015.

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 Noon. *Late or incomplete proposals or proposals that do not meet the minimum eligibility requirements outlined in this RFP 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://web1.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 – Rapid Rehousing for Single Adults
Attn: Ann-Margaret Webb

Delivery Address
700 5th Ave., 58th Floor
Seattle, WA 98104-5017

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

II. Format Instructions

- A. Applications will be rated only on the information requested and outlined for this RFP. Do not include materials that are not requested. Applications that do not follow the required format will be deemed unresponsive and will **not** be rated.
- B. The application should be typed or word processed on double-sided, letter-sized (8 ½ x 11-inch) sheets. Please use one-inch margins, single spacing, and minimum size 12-point font. Please do not staple completed proposal.
- C. The application narrative section may not exceed a total of 10 pages. Required attachments and supporting documentation do not count toward the 10-page limit.
- D. Organize your application according to the section headings in section III below (A-E). Please include section titles that are in bold print. You do not need to rewrite the questions for specific elements of each question, but do include the question number from the outline.

III. Proposal Narrative & Rating Criteria

Write a narrative to sections A – E. Answer each section completely according to the questions. Do not exceed a total of 10 pages for section A – E combined.

NARRATIVE QUESTIONS

A. PROGRAM IMPLEMENTATION DESCRIPTION (25 points)

1. This program model is a hybrid of housing and employment navigation with flexible funding and a progressive engagement approach. Describe how your organization will implement this model. Include details regarding both employment and housing navigation. Include when and where (locations, times, days of week, etc.) services will be delivered and by whom. If you are partnering with another organization, be clear and specific regarding the duties each organization will be responsible for implementing. (See Section C, question 1 for instructions on submitting a Letter of Intent for any work that will be done by another organization.)
2. This program will have \$620,000 for six months in 2015 (June 1 through December 31) and it is expected that there will be \$620,000 available for 12 months in 2016 (January 1 through December 31). Describe how your organization plans to adapt in 2016 to the decreased amount of funding from the City of Seattle.

Rating Criteria – A strong application meets all of the criteria listed below.

- Applicant presents a thorough description of the program that includes an understanding of how to implement a housing navigation and employment navigation program using progressive engagement, and demonstrates likely success in meeting outcomes. If the applicant is working with a partner, a clear description of the duties of each agency is included.
- Applicant demonstrates a reasonable plan to adapt to decreased funding for the program from HSD in 2016.

B. EXPERIENCE (25 points)

1. Describe your organization's experience providing housing navigation/placement, short-term rental subsidies, and employment navigation or comparable services with homeless single adults, including the focus populations: African American, Black, Latino, and Veteran (male and female) single adults. What support was provided to case managers and other front-line staff, especially those who may have been

more accustomed to working with longer subsidies? If you will be partnering with another organization, describe their experience as well. If you are also serving domestic violence, sexual assault or commercial exploitation survivors, be sure to include your agency and/or partner agency's experience in providing services for this population.

2. Describe your plan for staff recruitment, training, support, and retention for the proposed program. Complete the Proposed Personnel Detail Budget (Attachment 4; this does not count toward the 10 page narrative limit).
3. Describe your organization's experience using data to benefit clients. Provide specific examples.
4. This model will require creativity, flexibility, and the capacity to partner with HSD and other funded agencies to adapt the program over time in response to lessons learned as the program progresses. Describe your organization's experience launching a new program. What were your successes and failures? What would you do differently?

Rating Criteria – A strong application meets all of the criteria listed below.

- Applicant demonstrates the ability to build upon recent experience with rapid rehousing, short-term rental assistance, and employment navigation programs with homeless single adults, including specific experience serving the focus populations, as well as a strong commitment on the part of leadership to support front-line staff in the implementation these programs.
- Applicant has a reasonable plan to recruit, train and retain staff for the duration of the program.
- Applicant demonstrates a commitment to using data to improve services for clients and can provide specific examples of when this was done
- Applicant demonstrates experience with launching a new program, and can demonstrate lessons learned from the experience.

C. PARTNERSHIPS AND COLLABORATION (20 points)

1. Describe how your organization will collaborate with other agencies/programs to deliver services, including services designed for African American, Black, Latino, and Veteran (male and female) single adults. Collaboration with agencies serving domestic violence, sexual assault and/or commercial sexual exploitation survivors should also be acknowledged if applicable. How do these partnerships directly benefit program participants? If the proposal includes collaborations and/or partnerships, name the partners in this arrangement. Explain the roles and responsibilities of the various partners. Please provide signed Letters of Intent from any partner providing key program elements, such as employment navigation. Letters of Intent should include a clear description of the services the partner agency will provide, including staffing levels and total budget needed to implement the services. The Letter should indicate that the partner agency is able to begin offering the services June 1. Letters of Intent will not be counted toward the maximum page limit.
2. In addition to partnerships, clients may need to be connected to other services that will reduce their housing barriers and increase their housing stability, like financial empowerment or other benefits. Describe how you will refer clients to any needed services.

Rating Criteria – A strong application meets all of the criteria listed below.

- Applicant describes effective partnerships and collaborations that enhance service quality, minimize duplication, enhance the resources available and provide benefit to program participants.
- If applicable, the applicant has submitted signed Letters of Intent that clearly define the role of the partner, the work the partner will do, staffing levels, and total budget that will be used for the partner's

work.

- Applicant describes how clients will be connected to other programs and agencies in a proactive, seamless, client-friendly manner.

D. CULTURAL COMPETENCY (15 points)

1. Describe how your organization designs and delivers culturally relevant and responsive services to the focus populations noted in this RFP (African American, Black, Latino, and single adults who have served in the US Armed Forces (male and female) and others who have been historically oppressed by systemic discrimination, including racial and ethnic minorities, immigrants and refugees, low-income populations, English language learners, LGBTQ, disabled and other disenfranchised groups (see Guidelines Section V). If your experience serving these focus populations is limited, describe how your organization will reach and serve these populations in a culturally responsive and inclusive manner.
2. What barriers to housing and employment have you identified for the populations to be served, and what strategies has your organization successfully utilized to address them?
3. Describe how the agency board, staff, and volunteers represent the cultural, linguistic and socio-economic backgrounds of the focus populations.
4. What kind of training and support does your agency provide to staff to enhance their ability to provide culturally competent services to the populations that will be served through this RFP? Provide specific examples.

Rating Criteria – A strong application meets all of the criteria listed below.

- Applicant demonstrates understanding of the cultural and linguistic needs of the focus populations to be served, including Veteran/military culture, and can describe how services are designed and delivered to meet individual needs. If applicant has limited experience serving any of the focus populations, there is a specific plan to reach and serve them that addresses their cultural backgrounds and needs.
- Applicant shows an understanding of specific challenges of the focus populations in accessing housing and employment and demonstrates that they have developed strategies to address these challenges.
- Applicant's staff, board, and volunteer compositions reflect the cultural and linguistic characteristics of the focus populations.
- Applicant can demonstrate specific examples of a variety of supports that are offered to staff to ensure they have the training and skills needed to provide culturally competent services to the populations that will be served through this RFP.

E. BUDGET AND LEVERAGING (15 points)

1. Complete the Proposed Program Budget (Attachment 3; this does not count toward the 10 page narrative limit). The costs reflected in this budget should be for this program only, not your total agency budget. If your organization is partnering with another for the employment navigation component, and the partner agency does not have dedicated funding to work with the number of adults your agency intends to serve, you must include a budget for the employment navigation work the partner agency will undertake.
2. Describe how these funds will be used and identify other funding and in-kind resources, including other City of Seattle funds, which will be used to support the clients served in this program. Indicate the funding source, amount of funding, the period of time the funding is expected to be available (2015 only or beyond 2015) and what the funding will be used for. Describe how leveraging funding will benefit clients.

3. Describe how your agency ensures adequate administrative and accounting procedures and controls necessary to safeguard all funds that may be awarded under the terms of this RFP.
4. Describe how your agency has the capability to meet program expenses in advance of reimbursement.

Rating Criteria – A strong application meets all of the criteria listed below.

- Costs are reasonable and appropriate given the proposed model and level of service, (progressive engagement with short-term rental assistance and employment navigation), the population to be served, and the proposed outcomes.
- The applicant identifies other funds to be used with any funds awarded from this RFP for providing the services described in the proposal.
- The applicant has a demonstrated capacity to ensure adequate administrative and accounting procedures and controls necessary to safeguard all funds that may be awarded under the terms of this RFP.
- The applicant demonstrates the capability to meet program expenses in advance of reimbursement.

Total = 100 points

IV. Application Checklist

A completed application packet must include all of the following items:

1. A completed and signed two-page Application Cover Sheet (Attachment 2).
2. A completed Narrative response (see Sections II & III for instructions).
3. A completed Proposed Program Budget (Attachment 3).
4. A completed Proposed Personnel Detail Budget (Attachment 4).
5. A copy of your agency's most recent financial audit.
 - a. If your agency does not have a recent financial audit, provide a copy of your most recent IRS Form 990.
6. A copy of your agency's financial statement from the last fiscal year, certified by your agency's Chief Financial Officer (CFO) or financial manager.
7. A current certificate of nonprofit status.
8. A current certificate of commercial general liability insurance.
9. If your agency has an approved indirect rate, a copy of proof that the rate is approved by an appropriate federal agency or another entity.
10. Roster of your agency's current Board of Directors.
11. Minutes from your agency's last four Board of Directors meetings.
12. If you are proposing a significant collaboration with another agency, such as a combined housing navigation and employment navigation collaboration, attached a signed letter of intent from that agency's Director or other authorized representative.

An incomplete application packet will be deemed unresponsive and will **not** be rated.

V. 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

2015 Rapid Rehousing for Single Adults, Request for Proposal Application Checklist

This **OPTIONAL** checklist is to help you complete your application packet prior to submission. Please do not submit this form with your application.

HAVE YOU....

- Completed and signed the 2-page Application Cover Sheet (Attachment 2)?***
- Completed the Narrative response?**
 - Must not exceed 10 pages (8 ½ x 11), single spaced, double-sided, size 12 font, with 1 inch margins.
 - Page count does not include the required forms (Attachments 2, 3 and 4) and supporting documents.
 - A completed narrative response addresses all of the following:
 - Program Design Description (25%)
 - *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").*
 - Experience (25%)
 - Partnership and Collaboration (20%)
 - Cultural Competency (15%)
 - Budget and Leveraging (15%)
- Completed the Proposed Program Budget (Attachment 3)***
- Completed the Proposed Personnel Detail Budget (Attachment 4)***
- Attached the following supporting documents?***
 - A copy of your agency's most recent financial audit (or Form 990 or tax return, per Section IV)
 - A copy of your agency's financial statement from the last fiscal year, certified by your agency's CFO or financial manager
 - A current certificate of nonprofit status
 - A current certificate of commercial general liability insurance
 - If your agency has an approved indirect rate, have you attached a copy of proof that the rate is approved by an appropriate federal agency or another entity?
 - Roster of your current Board of Directors
 - Minutes from your agency's last four Board of Directors meetings
- If you are proposing a significant collaboration or partnership with another agency, such as a combined housing navigation and employment navigation collaboration, **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 **12:00 Noon on Monday, March 2, 2015. Application packets received after this deadline will not be considered.** See Section I for submission instructions.



**City of Seattle
Human Services Department**

**2015 Rapid Rehousing for Single Adults Request for Proposal
Application Cover Sheet**

1. Applicant Agency:			
2. Agency Executive Director:			
3. Agency Primary Contact			
Name:			Title:
Address:			
Email:			
Phone #:			
4. Federal Tax ID or EIN:		5. DUNS Number:	
6. WA Business License Number:			
7. Proposed Program Name:			
8. Funding Amount Requested:			
9. # of clients to be served:			
10. Partner Agency (if applicable):			
Contact Name:			Title:
Address:			
Email:			Phone Number:
Description of partner agency proposed activities:			
Authorized signature of applicant/lead agency			
<i>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.</i>			
Name and Title of Authorized Representative: _____			
Signature of Authorized Representative: _____			Date: _____

**2015 Rapid Rehousing for Single Adults Request for Proposal Proposed Program Budget
June 1, 2015-December 31, 2015**

Applicant Agency Name:	
Proposed Program Name:	

Item	Amount by Fund Source			Total Project
	Requested HSD Funding	Other ¹	Other ¹	
1000 – PERSONNEL SERVICES				
1110 Salaries (Full- & Part-Time)				
1300 Fringe Benefits				
SUBTOTAL – PERSONNEL SERVICES				
2000 – SUPPLIES				
2100 Office Supplies				
2200 Operating Supplies ²				
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 ³				
3210 Telephone				
3220 Postage				
3300 Automobile Expenses				
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 ⁴				
4999 Administrative Costs/Indirect Costs ⁵				
SUBTOTAL – OTHER SERVICES & CHARGES				
TOTAL EXPENDITURES				

¹ Identify specific funding sources included under the "Other" column(s) above:	
	\$
	\$
	\$
	\$
Total	\$

² Operating Supplies – Itemize below (Do Not Include Office Supplies):	
	\$
	\$
	\$
	\$
Total	\$

³ Other Professional Services – Itemize below:	
	\$

⁴ Other Miscellaneous Expenses – Itemize below:	
	\$

	\$
	\$
	\$
Total	\$

	\$
	\$
	\$
Total	\$

⁵ Administrative Costs/Indirect Costs – Itemize below:	
	\$
	\$
	\$
	\$
Total	\$

⁵ 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?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, provide the rate.		

**2015, Rapid Rehousing for Single Adults, Request for Proposal
Proposed Personnel Detail Budget
June 1, 2015-December 31, 2015**

Applicant Agency Name:	
Proposed Program 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									
Subtotal – Personnel Benefits:									
TOTAL PERSONNEL COSTS (SALARIES & BENEFITS):									