



Community, Housing, & Human Services Board

January 8, 2025, 4:00 -6:00 p.m.

VIRTUAL MEETING: [CLICK HERE to join via Microsoft Teams](#)
**attachments included*

Visions and opportunities that enhance the quality of life for Spokane's extremely low to moderate income population

TIMES GIVEN ARE AN ESTIMATE AND ARE SUBJECT TO CHANGE	
4:00 – 4:10	Call to Order – Board Chair
	<ol style="list-style-type: none"> 1. Roll call 2. Approval of Agenda: ACTION 3. Approval of Minutes: ACTION (December)* 4. Public comment – Please restrict comments to items relevant to the CHHS Board
4:10 – 4:40	Board Education
	<ol style="list-style-type: none"> 1. Community childcare needs* – Sara Clements-Sampson
4:40 – 5:05	Action Items
	<ol style="list-style-type: none"> 1. Updated CHHS Board Bylaws* 2. Annual reauthorization of Executive Action 3. Executive action on Eviction Prevention recommendation* (RFP link HERE) 4. Affordable Housing Committee member*
5:05 – 5:15	Discussion Items
	<ol style="list-style-type: none"> 1. Board/Committees survey 2. 2025-2030 5-Year Strategic Plan to Prevent & End Homelessness (survey link HERE)
5:15 – 5:30	CHHS Director Report
	<ol style="list-style-type: none"> 1. Q&A from latest CHHS Newsletter 2. Status of RFP recommendations made 3. Upcoming RFPs 4. Outcomes data on awarded projects 5. Department updates
5:30 – 5:50	Committee & Partner Updates
	<ol style="list-style-type: none"> 1. Affordable Housing Committee (D Edwards) 2. Human Services Committee (J Randall) 3. Continuum of Care (G Mantz) 4. City Council (CM Dillon & Navarrete) 5. Spokane County (G Dahl) 6. Vets (W Anderson) 7. Regional Homeless Collaborative (L Hope)
5:50 – 5:59	Closing Announcements
	<ol style="list-style-type: none"> 1. PIT Jan. 21-29 2. Announcements from the floor 3. Next meeting (remote Chair): 2/5/2025
6:00	Adjournment – Board Chair

STANDING COMMITTEE INFORMATION (*indicates committee seats filled by Board members)

Affordable Housing Committee (2nd Tuesday each month, 10:30 am - 12:00 pm):

*David Edwards (Chair), *Eric Robison (Vice Chair), Phil Altmeyer, Andrew Hoye, Brian Jennings, Patricial Kienholz, Adriane Leithauser, Mark Muszynski, Arlene Patton, Michone Preston, Jesus Torres, *Caroline Yu

Human Services Committee (4th Wednesday each month, 1:00 - 2:00 pm):

*James Randall (Chair), *Karen Ssebanakitta (Vice Chair), *Christabel Agyei, Susan Christenson, *Leslie Hope, *Barb Lee, Bob Lutz, Chris McKinney, Kris Neely, Arlene Patton, Kim Taylor, Diane Zemke

Executive Committee: (3rd Wednesday each month, 4:00 - 5:30 pm)

Karen Ssebanakitta, Leslie Hope, David Edwards, James Randall

2025 Board Meeting Schedule

All Board meetings are held on the first Wednesday of each month from 4:00 p.m. to 6:00 p.m unless otherwise posted. Attendance is in person in the City Council Briefing Center located in the City Hall lower level, or virtually via Microsoft Teams. [Click here to join the meeting.](#)

Refer to <https://my.spokanecity.org/bcc/boards/community-housing-and-human-services-board/> for more information on Board-related meetings and events via Microsoft Teams.

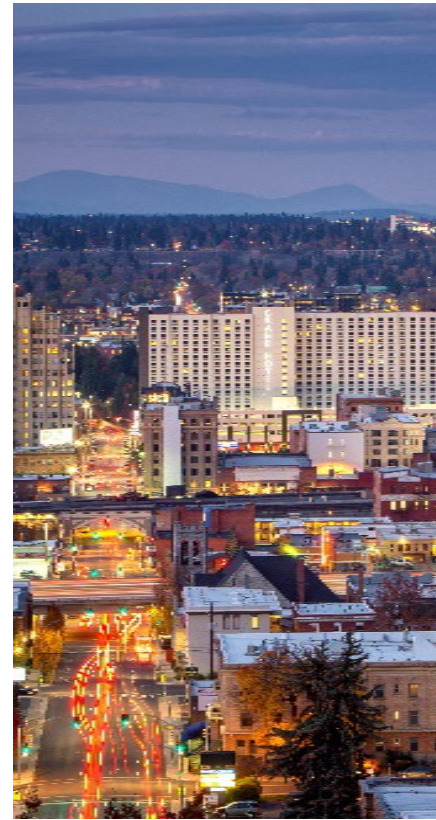
Board Attendance	Jan 8	Feb 5	Mar 5	Apr 2	May 7	Jun 4	Jul 2	Aug 6	Sep 3	Oct 1	Nov 5	Dec 3
Anna Stahl												
Barb Lee												
Caroline Yu												
Christabel Agyei												
David Edwards (Co-Vice Chair)												
Eric Robison												
Flor Casteneda												
George Dahl (County, non-voting)												
Gloria Manz (CoC, non-voting)												
James Randall												
Karen Ssebanakitta (Chair)												
Leslie Hope (Co-Vice Chair)												
Lili Navarrete (City Council, non-voting)												
Paul Dillon (City Council, non-voting)												
Wes Anderson (Veterans)												
VACANT (Community Assembly)												

AMERICANS WITH DISABILITIES ACT (ADA) INFORMATION: The City of Spokane is committed to providing equal access to its facilities, programs and services for persons with disabilities. The Council Briefing Center in the lower level of Spokane City Hall, 808 W. Spokane Falls Blvd., is wheelchair accessible and also is equipped with an infrared assistive listening system for persons with hearing loss. Headsets may be checked out (upon presentation of picture I.D.) through the meeting organizer. Individuals requesting reasonable accommodations or further information may call, write, or email Risk Management at 509.625.6221, 808 W. Spokane Falls Blvd, Spokane, WA, 99201; or mLOWmaster@spokanecity.org. Persons who are deaf or hard of hearing may contact Risk Management through the Washington Relay Service at 7-1-1. Please contact us forty-eight (48) hours before the meeting date



CHHS Board Childcare Data

January 8th, 2025



Definitions: Childcare is Early Learning and Early Learning is Childcare

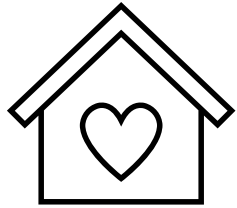
- **Childcare/Early learning:** *providing regularly scheduled care for a group of children one month through twelve years of age for periods of less than 24 hours.*
 - **All of these are licensed and regulated**
 - **Facility:** childcare/early learning for children 0-5 in a building regulated and licensed.
 - **Preschool:** *an education program for children 3-5 who have not yet entered kindergarten*
 - **Family Home Providers:** *a licensed childcare/early learning service taking place within a home that serves 12 or fewer children*
 - **Govt funded programs:** *Transitional Kindergarten(TK), Headstart, PreK, etc.)*
- **Friends, Family, Neighbors (FFN):** Individuals relied on by families to provide safe, stable care for children.
- **Terms not to use:** *daycare, babysitting, playschool, child minding*

Government Funded Programs

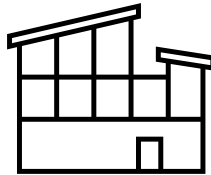
- Early Headstart/Headstart – Federally funded, aged 1 mo – 4 years old
- ECEAP – State funded, 110% FPL or 36% SMI, aged 3 & 4 years old
- Working Connections – State funded, 200% FPL or 65% SMI with sliding scale copay and working or in school, Aged 0-5 years old
- Transitional Kindergarten – State funded, those not accessing early learning, 4 years old



Licensed Childcare Providers in Spokane County



- 65 Licensed Family Child Care Homes



- 135 Licensed Child Care Centers
 - 90 are in City of Spokane



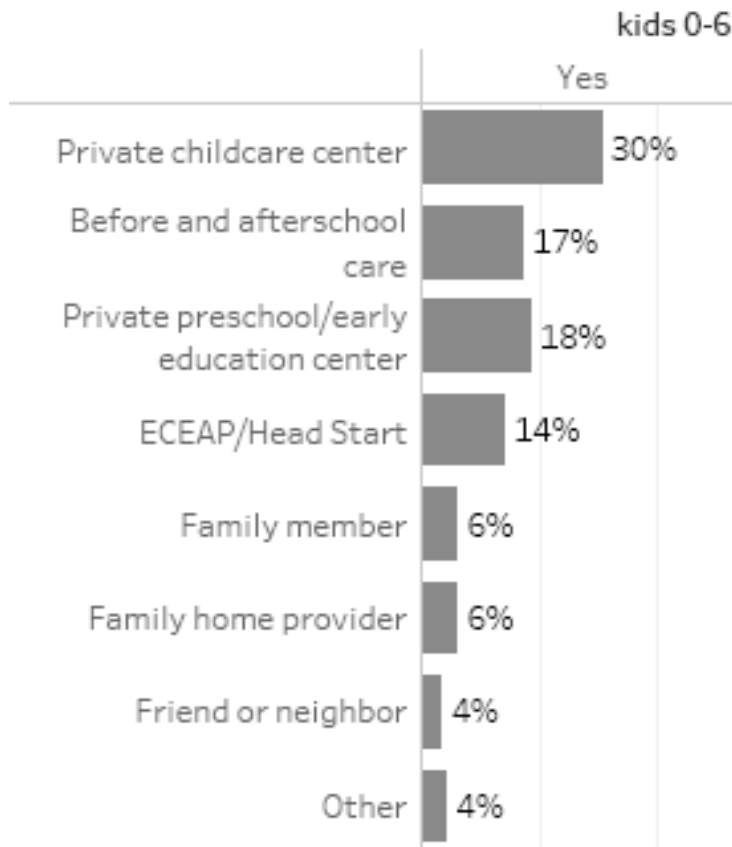
- 29 Licensed School Age Only Sites
- Total of 229 programs.

Provider Survey



Parent Survey

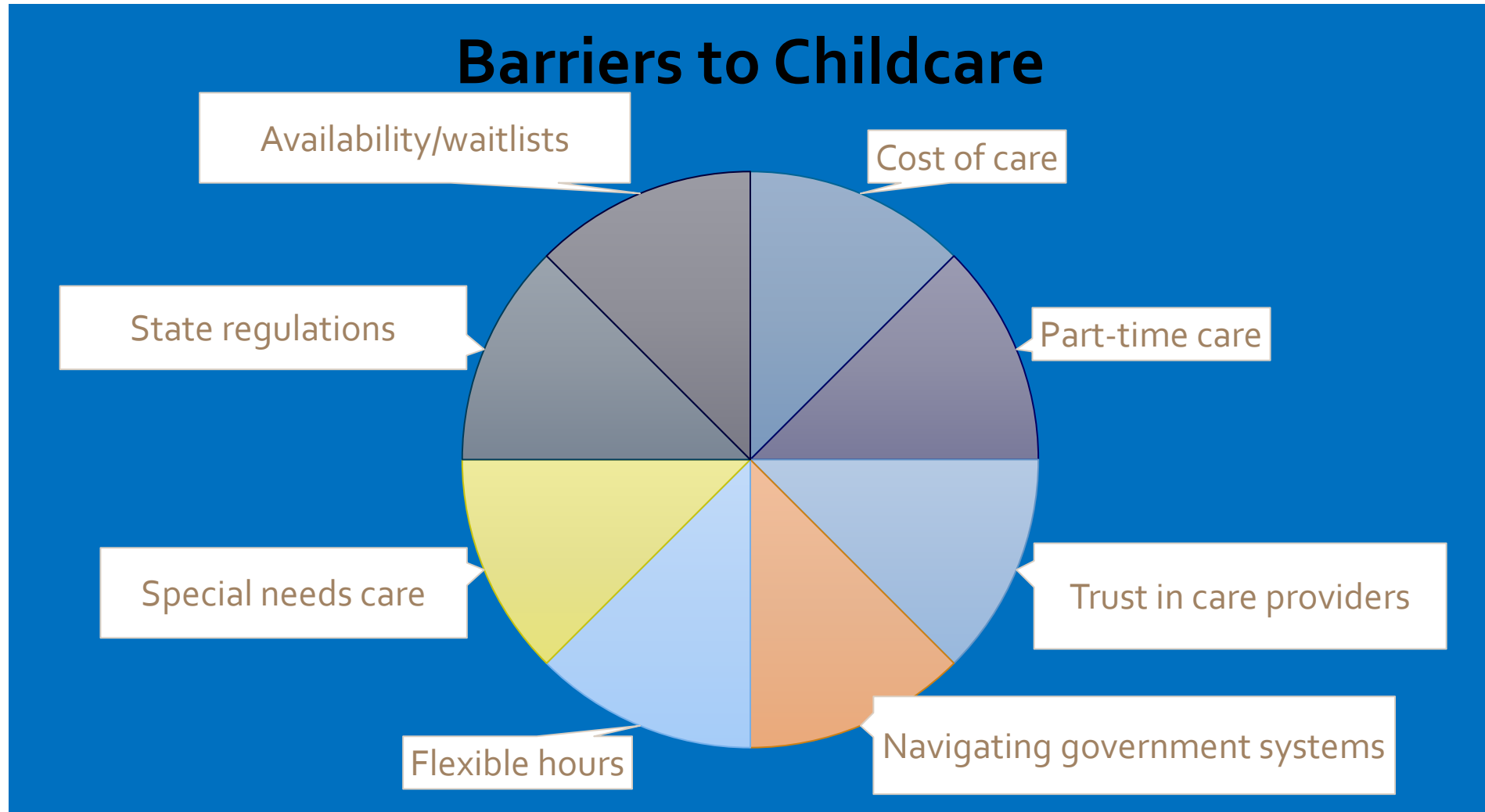
What types of childcare are you accessing?



• Reasons stated for not accessing childcare:

- Child has special needs
- Child too old for childcare center
- Childcare is too expensive
- No need for childcare

Parent Survey continued



WA Kids Data – Spokane County

District Name	Percent
Central Valley School District	60%
Cheney School District	63%
Deer Park School District	52%
East Valley School District (Spokane)	47%
Freeman School District	64%
Great Northern School District	
Liberty School District	70%
Mead School District	44%
Medical Lake School District	62%
Nine Mile Falls School District	29%
Riverside School District	57%
Spokane School District	39%
West Valley School District (Spokane)	39%



WA Kids Data – Spokane Public Schools

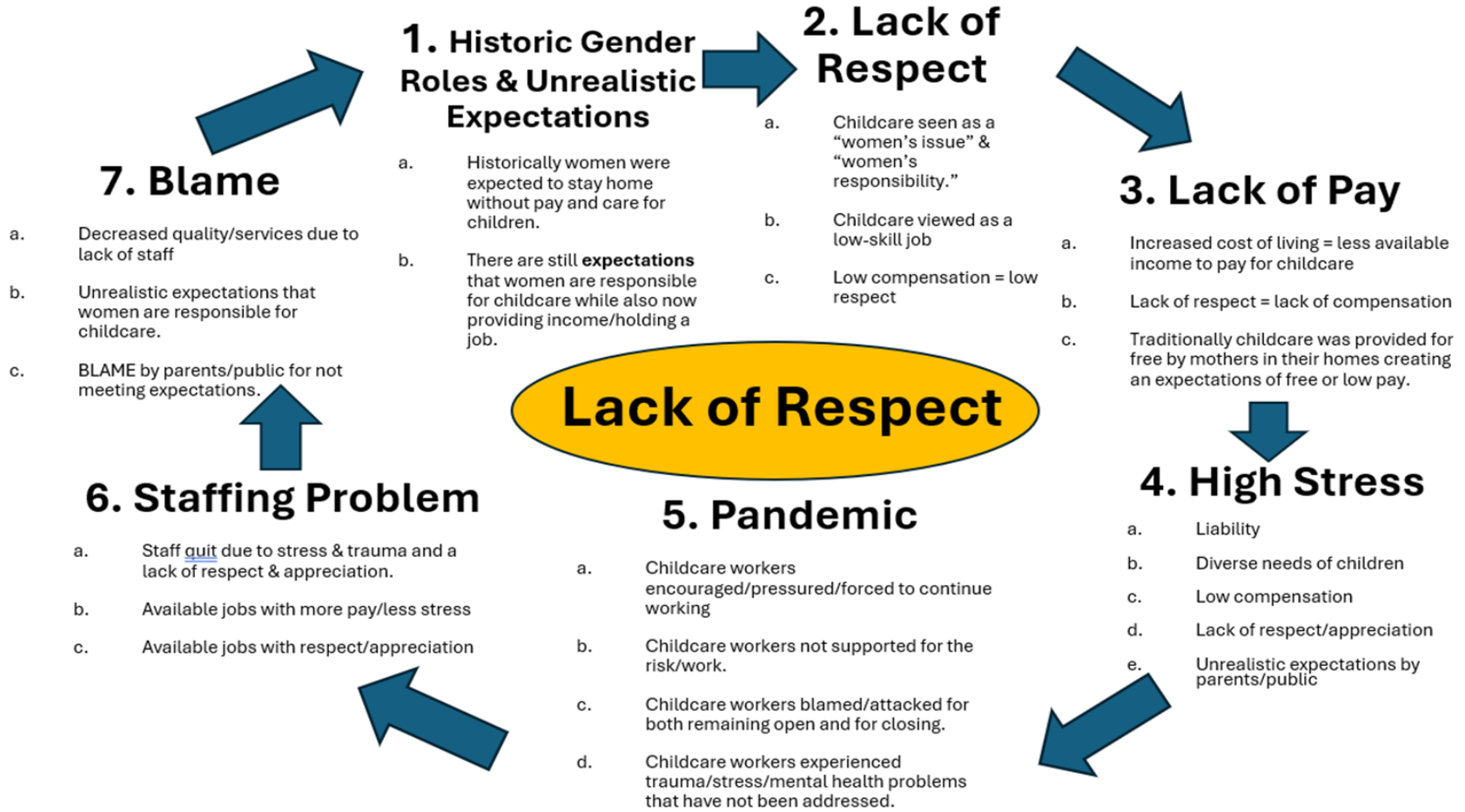
All Students	39%
Free Lunch	30%
Bilingual	18%
Is Homeless	15%

All Students	39%
American Indian/ Alaskan Native	19%
Black/ African American	29%
Hispanic/ Latino of any race(s)	32%
White	42%
Asian	20%
Native Hawaiian/ Other Pacific Islander	20%
Two or More Races	43%

* Spokane Public Schools, 2023-24, ready for Kindergarten in all 6 domains



Causal Loop



Collaborating not duplicating

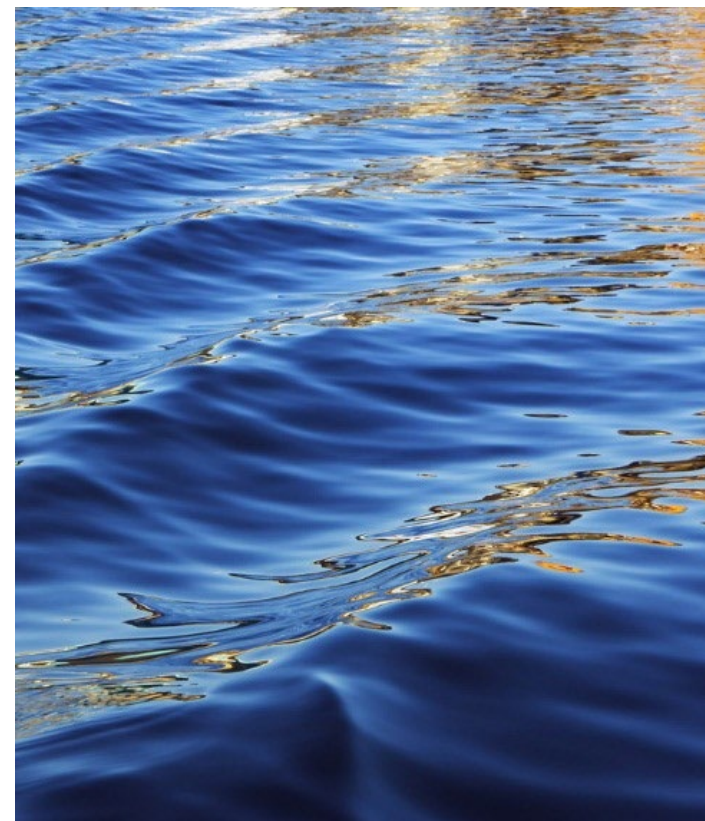
- Champion Empire
- Child Care Aware WA
- Community-Minded Enterprises
- DCYF
- EWU
- Gonzaga
- INWELA
- Launch NW
- Raze Early Learning
- Spokane County Schools
- Spokane Workforce Council
- University District





Questions

Sara Clements-Sampson, NHHS



DRAFT BYLAWS

Community, Housing and Human Services Board

City of Spokane

Authorization:

[Ordinance C34900](#) and

[Spokane Municipal Code 04.34A](#) (as amended by ORD C36597)

Adopted April 6, 2013

Revised April 30, 2014

Revised June 4, 2014

Revised November 5, 2014

Revised September 7, 2016

Revised April 11, 2018

Revised July 6, 2022

Revised January 8, 2025 (DRAFT)

Summary of Substantive Changes:

Article IV.5 Powers & Duties:

Modified to, "...awarding local grant dollars in accordance with human services priorities communicated to the Board by City Council, if available."

Article V.4 Membership:

Converts City Council and County representatives to non-voting status.

Article VI.1 Officers:

1-year terms for Chair, Chair-Elect and immediate Past Chair, replaces previous 2-year Chair plus two 1-year Co-Vice Chairs.

Article X Code of Conduct:

Ethical behavior and Conflict of Interest were not delineated in prior bylaws; the new content was adapted from the Continuum of Care Board and endorsed by City Legal.

Article XII Committee Governance:

This previously separate document has been made part of the bylaws.

ARTICLE I – NAME:

The name of this Board is the COMMUNITY, HOUSING and HUMAN SERVICES BOARD (hereinafter “Board”) for the City of Spokane.

ARTICLE II – PURPOSE:

The Community, Housing and Human Services Board (CHHS) makes recommendations to the Spokane Mayor, Administration, and City Council regarding community development, housing, and human service programs, and provides a forum for public comment related to the same. It also performs transparent, nonconflicted citizen review of applications for Federal, State and Local grants administered by the CHHS Department of the City of Spokane (hereinafter “Department) to aid low- and moderate-income residents.

ARTICLE III - RELATIONSHIP WITH THE MAYOR AND CITY COUNCIL:

The Board serves at the discretion of the Mayor and City Council. The Board may be asked to perform any duties necessary and proper to achieve the Mayor’s or the Council’s objectives regarding community, housing and human services. The primary channel within City administration is the CHHS Department. The primary interface with City Council is the Urban Experience Committee.

ARTICLE IV - POWERS AND DUTIES:

The Community, Housing and Human Services Board shall:

1. Advise the City on preparing reports and plans to conform with requirements of the U.S. Department of Housing and Urban Development (HUD) and the Washington State Department of Commerce (Commerce), including:
 - a) [Consolidated Plan](#)
 - b) [Citizen Participation Plan](#)
 - c) [Annual Action Plan](#)
 - d) [CAPER](#) (Consolidated Annual Performance and Evaluation Report).
**document links are current at time of latest Bylaws update.*
2. Hold public hearings on the draft plans to obtain citizen comments prior to recommending adoption by City Council;
3. Make recommendations about funding priorities for housing programs and projects and social services utilizing Federal and State resources. Priorities must conform to HUD requirements of [24 CFR Part 91](#) together with Commerce guidelines;
4. Evaluate Federal and State funding applications for eligible activities and projects, and make funding recommendations to the Mayor and City Council in accordance with priorities established in the Consolidated Plan;
5. Make recommendations for awarding local grant dollars to the Mayor and City Council, in accordance with human services priorities communicated to the Board by City Council, if available;
6. Review contract performance data to identify potential reallocations from lower- to higher-performing projects, with the intent to optimize community value and impact;
7. Designate a member to participate with the [Spokane Regional Continuum of Care Board](#) and to assist in developing the [Five Year Plan to Prevent or Eliminate Homelessness*](#).

ARTICLE V - MEMBERSHIP:

1. Interested candidates will apply using the [online form](#) for City Boards, accompanied by a conflict of interest statement.
2. Appointees to the Board shall serve three (3) year terms and may be eligible for one (1) reappointment for a three (3) year term.
3. Following a one-year absence, members may reapply for membership if there is a vacancy on the board.
4. The Board shall consist of:
 - a) Twelve (12) voting members recommended by the Board; nominated by the Mayor and appointed by the City Council. This shall include:
 - At least one (1) representative of a veteran service organization, employee of the Department of Veteran Affairs or an active duty military member based at Fairchild Air Force.
 - One (1) representative from the Community Assembly. This position is selected by the Community Assembly according to the process determined by the Community Assembly, then nominated by the Mayor and appointed by the City Council.
 - b) Four (4) additional non-voting members as follows:
 - Two (2) representatives from the City Council selected by the City Council, appointed or reappointed for one (1) year terms.
 - One (1) elected official or policy-level decision maker to represent Spokane County, who shall be selected by the Spokane County Commissioners then nominated by the Mayor and appointed by City Council, appointed or reappointed for one (1) year terms.
 - The Chair or appointee of the Spokane Regional Coordination of Care (COC) Board
5. A person seated on the Board as a representative of another body shall communicate important information back to those constituents to keep all stakeholders fully informed.
6. Members of the Board and Board committees shall include relevant representation in compliance with HUD and Commerce requirements. Membership shall reflect a broad range of opinion, experience, and expertise with the object of providing sound advice, representative of the citizenry. To achieve that purpose, the Board shall strive to include perspectives representing:

- a) Diverse neighborhoods. City residency is not a requirement due to the regional nature of some of the duties and responsibilities of the Board;
 - b) Diverse and relevant professional backgrounds;
 - c) Neighborhood or community involvement;
 - d) Constituencies that make up Spokane’s low and moderate income populations;
 - e) BIPOC and 2SLGBTQIA+ communities, youth and/or those with personal experience of poverty or homelessness.
7. Each September, if there are anticipated Board vacancies for the calendar year ahead, the Chair will appoint an *ad hoc* Nominating Committee. The Nominating Committee will interview applicants and propose a slate of board candidates, including backup candidates, at the November Board meeting. The Board shall vote on the slate of candidates at its December meeting.
 8. Applicants selected by the Board shall be sent to the Mayor for nomination, and then forwarded to City Council for appointment. If vacancies remain, or an unexpected vacancy occurs during the year, backup applications that were approved by the Board may be forwarded to the Mayor for nomination at the time of vacancy.

ARTICLE VI – OFFICERS:

1. The officers of the Board shall consist of the immediate Past Chair, Chair, and Chair-Elect.
2. The Chair shall perform all the duties and have all of the powers commonly incident to the office of the Chair, such as:
 - a) General supervision over the business and affairs of the Board
 - b) Preside at meetings
 - c) Act as the spokesperson for the Board
 - d) Appoint ad hoc committees and workgroups
 - e) Appoint Board representatives to other bodies for the purpose of regional coordination
 - f) Consult with the Executive Committee and Department Director to prepare Board agendas
 - g) Perform such other duties and have such other powers as the Board shall properly designate
3. The Chair-Elect shall perform the duties and have the powers of the Chair during the absence or disability of the Chair.
4. In the event of a vacancy of the Chair position, the Chair Elect shall automatically succeed to the position of Interim Chair. The Chair Elect position may remain vacant for the remainder of the calendar year, or it may be replaced by appointing an *ad-hoc* Nominating Committee as in subsection VI.7 herein.
5. The Past Chair, Chair, and Chair-Elect shall each hold office for a term of one year beginning at the January Board meeting. Except in case of early resignation, or sooner removal in accordance with these Bylaws:
 - a) The Chair-Elect shall automatically succeed to the office of Chair in the following year.
 - b) The Chair shall automatically succeed to the office of immediate Past Chair in the following year.
6. Officers missing three (3) or more Board meetings in a 12-month period may be relieved and replaced by a majority vote of the Board. Leaves of absence will be decided by the Executive Committee on a case-by-case basis.
7. Each September, the Chair shall appoint four Board members to serve as the *ad-hoc* Nominating Committee for election of Officers. At the November meeting, the committee shall bring forward their nominee(s) for the Chair-Elect and any other officer vacancies. The Chair will then call for nominations from the floor. The Board shall vote on the slate of officer candidates at its December meeting.

ARTICLE VII – BOARD OPERATION:

1. Board business shall be conducted only when:
 - a) A simple majority of current voting members (a quorum) is present, and
 - b) A public meeting is properly announced.
2. Whenever a quorum is present, discussion or communication regarding Board business is prohibited outside a public meeting.
3. The Board approves recommendations to the City Council and other actions by simple majority vote of the quorum present. Each Board member has one (1) vote on all matters brought before the Board. The Chair will not vote except to break or make a tie.
4. The Board will utilize a committee structure to assist with its functions. Committees will be comprised of Board members and other citizens with experience and expertise in the subject matter of the committee.
5. The Board will vote at the first meeting of the year to empower the Executive Committee to approve emergency actions that might be required by the Department. Any such actions will be presented at the next regularly scheduled meeting for final Board approval.
6. CHHS Department director and staff will:
 - a) Attend Board and committee meetings to provide information and support;
 - b) Convey recommendations from the Board to the city Administration and the Council via its Urban Experience Committee;
 - c) Facilitate compliance with the [Open Public Meetings Act](#);
 - d) Publish agendas and minutes on the CHHS Board webpage, and maintain Board documents as required by the [Public Records Act](#).

ARTICLE VIII – MEETINGS:

1. The Board is subject to the [Open Public Meetings Act](#). The public is invited to attend any meeting when a quorum is present. Public comment is invited regarding any topic on the agenda at the beginning of each public meeting and during public hearings.
2. Meetings are held monthly unless there is a month where the business of the Board is not required. Meeting notices and agendas will be posted by the Department, consistent with the [Open Public Meetings Act](#).
3. An annual Board retreat may be held in lieu of a monthly meeting.
4. An agenda with meeting materials is published at least 48 hours before each meeting. Board members are expected to review the materials before the meeting.
5. Any member of the Board may propose an item for the agenda at any meeting and may speak to any issue before the Board.
6. Board members may participate remotely in all or part of a Board meeting if:
 - a) All persons participating in the meeting can hear each other at the same time;
 - b) The member participating remotely shall have reviewed all of the applicable material and participated in the relevant portion of the meeting related to any topic that the member is voting on;
 - c) There are no technical prohibitions or difficulties that prevent all parties from adequately communicating with one another.
7. A special meeting may be called at any time by the Chair or by a majority of the members of the Board, by delivering notice via electronic mail to each member of the Board.
 - a) Notice of a special meeting called under subsection (7) of this article shall specify the time and place of the special meeting and the business to be transacted. Final disposition shall not be taken on any other matter at such meetings by the Board.
 - b) Notices required under subsection VIII.7 must be delivered or posted as follows, at least twenty-four (24) hours before the time of meeting specified in the notice:
 - Delivered to each local newspaper of general circulation and local radio or television stations that have on file with the Department a written request to be notified of such special meeting or of all special meetings;
 - Posted on the Department web site;
 - Prominently displayed at the main entrance of Spokane City Hall and the meeting site if it is not held at City Hall;
 - c) Notices provided in this section may be dispensed with in the event a special meeting is called to deal with an emergency involving injury or damage to persons or property or the likelihood of such injury or damage, when time requirements of the notice would make notice impractical and increase the likelihood of such injury or damage.

ARTICLE IX – RULES OF ORDER:

1. *Robert's Rules of Order Newly Revised* is the parliamentary authority for the Board.
2. A quorum consists of a simple majority of the voting Board members (7 if all seats are filled).
3. Bylaws are reviewed every two years by the Board. Any revisions and/or amendments to the Bylaws are transmitted to the Board two (2) weeks before the regular monthly meeting and are approved by simple majority vote of the quorum present at the next meeting. Bylaws, with revisions/amendments noted, are provided to the City Council for its information.

ARTICLE X – CODE OF CONDUCT:

1. This Code sets a minimum standard for proper performance of duties and continuation of service. CHHS volunteers must commit to the highest standards of ethical conduct in the performance of their responsibilities in order to:
 - a) Promote public confidence in the integrity of the Board and its processes; and
 - b) Avoid any actual or potential conflicts of interest.
2. Ethical Conduct: Each member of the CHHS Board and its Committees shall:
 - a) Faithfully abide by the CHHS Bylaws;
 - b) Serve without compensation or financial incentive;
 - c) Attend 75% of all Board or Committee meetings within any consecutive 12-months;
 - d) Exercise integrity, objectivity, reasonable care, and good faith when acting on behalf of the Board and its Committees;
 - e) Promote an environment with staff, stakeholders and fellow members that values fairness, transparency, respect, and diversity of opinions;
 - f) Respect the sensitivity of information known due to CHHS service;
 - g) Refer questions or comments to the Department rather than engage in communication related to CHHS with any applicant, during a RFP application or review period in which the applicant is involved.
3. Conflict of Interest (see also: [City of Spokane Conflict of Interest policy](#)) Board and Committee members shall:
 - a) Sign a Conflict of Interest statement annually,
 - b) Fully disclose, at the earliest opportunity, information that may result in a perceived or actual conflict of interest.
 - c) Recuse themselves from participation in all processes where a potential conflict exists.
 - d) No employee, agent, officer, or official of any agency receiving HUD funds, or likely to apply for federal funding in the future, may serve on the CHHS Board or its committees without first being granted a HUD exception which waives the conflict pursuant to [24 CFR 570.611\(d\)](#).
 - e) A conflict of interest exists if:
 - The person or a member of their immediate family currently, or within the last year has been, or has a current agreement to serve in the future as, a board member, staff member or paid consultant of an organization making a request for funding to CHHS; or

- The person’s employer or an organization on whose Board of Directors the person sits has now, or within the last year has had, a contractual relationship with an organization making a proposal for recommendation of a grant. (However, if the Member’s employer, or the organization on whose Board of Directors the person sits, is a funding entity or organization whose mission includes providing services and/or funding to other service providers, no conflict exists); or
 - Any other circumstance exists which impedes the person’s ability to objectively, fairly and impartially review and rank proposals for funding.
4. Public Meetings:
 - a) No member of the Board shall discuss or communicate on matters of Board business when a quorum is present, except in a properly announced public meeting.
 - b) Upon appointment or reappointment, each Board member must complete education on the [Open Government Training Act](#) as required by Spokane’s [Administrative Policy No. 0520-17-06](#).
 5. Public Statements and Media Response:
 - a) Only the Board Chair or those empowered by the Chair shall make public statements or speak to the media on behalf of the Board.
 - b) Other Board and Committee members will make clear that they are speaking in their own name.
 6. [Spokane Municipal Code - Section 04.25.540](#) lays out the indemnification of individuals serving on City boards and committees. CHHS Board or Committee members acting under their scope of authority in conducting city business, and acting in good faith and reasonably believing the conduct to be in the city’s best interest, are covered under this section.
 7. Code of Conduct Violations: The Executive Committee may:
 - a) Approve a Board member’s requested Leave of Absence up to 6 months on a case-by-case basis.
 - b) Dismiss or reprimand a Committee member if the Code of Conduct is violated.
 - c) Recommend dismissal of a Board member for violating the Code of Conduct to the Mayor or Council, at whose discretion the Board and its members serve.

ARTICLE XI – COMMITTEES OF THE BOARD

1. There are three (3) standing committees:
 - a) Executive Committee
 - b) Affordable Housing Committee (AHC);
 - c) Human Services Committee
 - d) Additional standing committees may be developed by the Executive Committee, in cooperation with the CHHS Department, as needed to accomplish the work of the Board.
2. The Board Chair may establish *ad hoc* committees and workgroups and appoint members as required to carry out its functions.
3. The Executive Committee and CHHS Director will oversee systems and processes to ensure communication and coordination between committees and with the Board.

ARTICLE XII – COMMITTEE GOVERNANCE

1. Committee Officers:
 - a) The Board Chair and Chair-Elect shall serve as Chair and Vice-Chair of the Executive Committee, respectively.
 - b) The Chair and Vice-Chair of other standing committee are current Board members, recommended by the Executive Committee and approved by the Board.
 - c) Terms: The Board will review Standing committee Chair, Vice-Chair, and members annually in December, with new one-year terms beginning in January. There is no limit on consecutive terms served.
 - d) Committee Chairs are current Board members who:
 - Work with CHHS staff to set committee agendas.
 - Arrange and facilitate meetings.
 - Ensure committee is meeting objectives.
 - Function as liaison to the Board.
 - Report updates on Committee activities at each Board meeting,
 - Participate with Executive Committee to identify action items for the monthly Board meeting agenda.
 - Recruit committee members and submit recommended applicants to the Board for approval.
 - Develop the Vice-Chair for eventual succession to the Chair position.
 - e) Committee Vice-Chairs are current Board members who:
 - Assume duties above if the chair is absent.
 - Serve as interim Chair for the remainder of the year in the event of committee Chair vacancy.

2. Committee Membership:

- a) Application for committee membership shall be open to interested parties upon vacancy. Potential committee members will apply using the [online form](#) for City Boards, accompanied by a conflict of interest statement.
- b) Standing Committees shall have from four (4) to thirteen (13) members. The number of Board members serving on a committee must never exceed a Board quorum.

- c) Members of standing committees shall be recommended by the committee Chair and approved by the Board. Candidates will be selected for their:
- Knowledge of the community's needs;
 - Ability to donate their time for review and evaluation;
 - Qualifications and background needed to evaluate applications and recommend funding (see subsections 6.b and 7.b below);
 - Sensitivity to the needs of the low and moderate-income individuals;
 - Diverse representation as described in subsection V.5 herein;
- d) The Board Chair may serve as a non-voting *ex-officio* member of each committee, or may have full membership on a committee if approved by the Board.
- e) Committee members may serve unlimited one-year terms, subject to annual Board approval at its December meeting. Meaningful attendance and participation, as determined by the committee Chair, is required for continued membership.
- f) Committee members are required to comply with the Code of Conduct, Section X herein, and to be familiar with Article XII of these Bylaws.

3. Conduct of Committee Meetings:

- a) Committees Chairs will determine frequency of meetings to accomplish their tasks.
- b) Prior to a meeting, all committee members will receive a written agenda via email.
- c) The number of Board members attending a committee meeting must not comprise a quorum of the Board.
- d) Conduct of meetings will be guided by a consensus process.
- e) Committee reviews and recommendations regarding RFP applications will be informed by:
- Objective scoring of application content;
 - Information relevant to the RFP and applications provided by the Department;
 - Priorities for Federal and State funding in conformance with guidelines of HUD ([24 CFR Part 91](#)) and Commerce, where applicable;
 - Priorities identified by City Council for Local funding of human services.
- f) Committee actions and recommendations are determined by a simple majority vote of those present at the meeting.

4. Role of CHHS Staff:

- a) The CHHS Department will maintain a master calendar of Board and Committee activities, to meet essential timelines and prevent conflicts.
- b) The CHHS Director will assign a CHHS staff member to support each standing committee. The CHHS staff member assigned to each committee will:
- work with the committee Chair to set agendas;
 - assist with data and presentations;
 - facilitate committee logistics; and
 - provide underwriting or pass/fail threshold reviews of funding applications being reviewed.
- c) Facilitate a feedback session when requested by an applicant with questions concerning a committee funding recommendation, or refer the applicant to City Council if they wish to appeal a funding decision.

<p>5. Executive Committee duties and responsibilities:</p> <p>a) Purpose: Oversee all operations to promote Board stability and sound functioning, with an eye to future needs of the Board and of low- to moderate-income Spokane residents.</p> <p>b) Members:</p> <ul style="list-style-type: none"> • Board Chair • Immediate-Past Chair • Chair-Elect • Chairs of Standing Committees <p>c) Duties:</p> <ul style="list-style-type: none"> • Authorize urgent action on behalf of the Board when necessary • Set Board meeting agendas • Coordinate plans and activities with the Department • Oversee Board and Committee performance • Research and recommend implementation of best practices to further the goals of the CHHS Board. • Address needs and challenges of the Board • Assign Committee chair/vice-chair roles annually
<p>6. Affordable Housing Committee duties and responsibilities:</p> <ul style="list-style-type: none"> • Purpose: Provide expertise on activities and funding in the area of affordable housing, capital, and housing repairs. • Members: Committee will seek diverse representation which may include appraisers, property managers, housing developers, bankers, service providers, contractors, economists, planners, real estate, loan management expertise, disabled constituents, low-income constituents, and housing experts. • Duties: • Convey and seek out timely and transparent communication with stakeholders. • Assist the CHHS Board to identify needs, funding priorities, and strategies for community development and affordable housing. • Research and recommend implementation of best practices to further the goal of affordable housing for low-mid income residents. • Consult with the Department on design of RFPs, applications and scoring tools. • Evaluate applications to recommend allocation of funds for affordable housing, housing rehabilitation, and capital improvement projects to benefit low to moderate income individuals.
<p>7. Human Services Committee duties and responsibilities:</p> <p>a) Purpose: Advise the Board on Human Services funding priorities, allocation of funds, alignment of resources, and contract performance.</p> <p>b) Members: Committee will seek diverse representation which may include educators, health and social service professionals, and community advocates for families and vulnerable populations. Additional Participants may be recruited by the committee Chair for the review of proposals during complex RFP processes, as deemed necessary.</p> <p>c) Duties:</p> <ul style="list-style-type: none"> • Convey and seek out timely and transparent communication with stakeholders. • Assist the CHHS Board to identify needs, funding priorities, and strategies for human services. • Research and recommend implementation of best practices to improve quality of life for low-mid income residents. • Consult with the Department on design of RFPs, applications and scoring tools. • Evaluate applications and make recommendations for allocation of funds for human service projects to benefit low to moderate income individuals. • Review annual reports provided by the Department on funded programs including performance, effectiveness and funding utilization. • Identify potential funding reallocations based on performance, to ensure most effective use and community impact.
<p>8. Ad hoc Committee duties and responsibilities:</p> <p>a) <u>Nominating Committee</u>: The Board Chair will appoint an ad hoc Nominating Committee each September to bring forward candidates for Board and Officer positions.</p> <p>b) <u>Bylaws Committee</u>: The Board Chair will appoint an ad hoc Bylaws Committee in June of even-numbered years to review and update the CHHS Board Bylaws.</p> <p>c) <u>Special ad hoc committees</u>: The Board Chair may appoint a short-term committee or workgroup to investigate an assigned topic identified by the Executive Committee, and bring back recommendations to the Board.</p>

Provider	Avg Score	Funds Requested	% of funds available	Funds Recommended	# Served	Cost per
SNAP - Singles	94.0	\$ 787,332.86	62.4%	\$ -	155 singles & youth	\$ 3,875.00
SNAP - Families	94.0	\$ 1,045,572.86	82.9%	\$ 873,290.00	103 singles&youth 83 Families	\$3,875 = S \$4,800 = F
St. Margarets	79.7	\$ 158,000.00	12.5%	\$ 158,000.00	20 households	\$ 5,000.00
Transitions	93.9	\$ 230,047.00	18.2%	\$ 230,047.00	12 households	\$ 1,380.00
NECC-Zone	0.0	\$ 225,862.30	17.9%	\$ -	12 households	\$ 7,500.00



**CITY OF SPOKANE
Eviction Prevention**

Project applicants may submit applications for eviction prevention activities as described in the associated Eviction Prevention City of Spokane Notice of Funding Availability (NOFA).

PROPOSAL SUBMITTED BY:

ORGANIZATION Spokane Neighborhood Action Partners
POINT OF CONTACT Aaron Riley
PHONE 509-456-7627 ext. 3209
E-MAIL Riley@snapwa.org

SIGNATURE  _____

Signature here will confirm compliance with all instructions, terms, and conditions of Funding Notice.

Applicants that wish to be considered for funding under this opportunity must respond to the following questions in writing and meet all conditions and requirements as stated in the NOFA. Submission of this application does not guarantee that a proposal will be approved.

General Instructions

Please complete a single narrative application for the proposal. Please be concise but complete in your responses.

Proposal Summary

Organization Signing Authority Contact Information

Contact Person: Julie Honekamp
Mailing Address: 3102 W. Whistalks Way,
Telephone: 509-456-7627
E-mail: Honekamp@snapwa.org

Organization Project Contact Information

Contact Person: Aaron Riley
Mailing Address: 124 E Pacific
Telephone: 509-456-7627 ext. 3209
E-mail: Riley@snapwa.org

Submission Date:12-6-24

Project Title: SNAP Eviction Prevention Expansion

Applicant Organization / Lead Agency Name: SNAP

Dollar Amount Requested from City of Spokane: \$787,332.86 - \$1,045,572.86

1. Describe your experience managing Eviction Prevention Funds:

SNAP has been a consistent provider of Eviction Prevention, Homeless Prevention and Rental Assistance both before, during and after the COVID-19 pandemic. As Spokane's principle provider of pandemic rental assistance, SNAP participated in all iterations of the federal pandemic response and distributed over \$44 million to city and county residents. Through this experience we navigated changing programmatic guidelines and developed robust processes for intake, certification, fiscal and fraud controls, and data management.

Since 2023, we have applied these best practices as a CHG Eviction Prevention program provider in the form of our Singles Targeted Eviction Prevention (STEP) program. A collaboration between our experienced Rental Assistance team and SNAP Homeless Services, STEP assists single individuals and couples without minor children (including youth) with rental and utility arrearage assistance and light case management in order to avert eviction and restore housing stability. Now in its second year, STEP has prevented over 250 evictions in the Spokane area.

Our community understands the devastating and costly consequences of eviction and we are proud to be able to continue to provide this vital service. This proposal contains two variations: a Singles Expansion proposal, which would focus on the Singles subpopulation by expanding our existing STEP program to allow us to serve an additional 155 Singles and Youth households in 2025; and a Singles and Families expansion proposal, which would allow us to expand the program to serve 83 Families in addition to 103 Singles and Youth households.

2. Describe your proposed intake and assessment process; including the capacity to manage a potentially high volume of applications for assistance

Our application and intake process strives to be equitable and transparent while being sensitive to the extraordinary demand for rental assistance and the time-sensitive nature of the eviction process. SNAP's Eviction Prevention website includes an eligibility questionnaire that prospective clients are invited to take to verify their basic eligibility for the program. Eligible households can present at any of SNAP's six offices, or simply call SNAP's main line, and request an assessment appointment. Assessment referrals are filled via a common calendar and additional assessment slots are added on a rolling basis.

Per CHG/SDG guidelines, the STEP program receives clients exclusively through Coordinated Entry and all clients must first receive a Coordinated Assessment. As SNAP also serves as the lead agency for Singles Coordinated Entry, all assessments for STEP are completed at SNAP's Pacific Office by SNAP's Homeless Services team. Assessments are completed by appointment and clients are asked to bring documents verifying basic eligibility (i.e., income below 80% AMI, one of the SDG eligibility criteria, and Singles household status). Assessments utilize Commerce's Targeted Prevention Screening Tool (TPST) and clients are entered into HMIS and SNAP's internal

database. Although receiving an assessment does not guarantee clients will be served by the STEP program, all assessments include a Housing Stability conversation where clients engage with a Housing Specialist in problem-solving and goal setting, including the potential for community referrals. This reflects the program's intention of rebuilding stability comprehensively and not just through one-time financial assistance. Clients leave their assessment appointment with a Next Steps form with information about what to expect and additional resources regarding the eviction process.

Referrals are then requested by our Rental Intake Specialists, who enroll clients into the STEP program in HMIS and begin processing the client's file. This includes reaching out to the client and landlord to obtain additional documents such as the lease, ledger, landlord W-9, and supporting documentation. A Rental Payment Agreement details the assistance to be provided and stipulates that the payment will satisfy the eviction process.

Once the Rental Payment Agreement has been signed, the client file, intake record and subsidy request are reviewed and then reviewed for accuracy by the Certifier. Once certified, the subsidy request is sent to accounting where it is once more reviewed by fiscal staff before payment is processed.

This proposal includes an option to fund a Families variant of the Eviction Prevention program. Initial assessment for the families system will go through Homeless Families Coordinated Assessment and SNAP will request referrals through HFCA on a weekly basis. Once referred to Eviction Prevention, the process for Families will closely resemble the existing procedure. A notable addition will be a lead-based paint visual assessment, which will be completed for households with pregnant persons or children under the age of six residing in a unit constructed prior to 1978.

3. Describe how you will conduct marketing and outreach activities to connect with households most likely to become homeless

SNAP serves over 50,000 low-income households in Spokane County per year and this has resulted in high visibility around our services. A 2022 survey found that SNAP was the most-commonly known provider of rental assistance services. Nevertheless, our Outreach team attends dozens of events annually to educate potential clients about scope of our services. This has recently included initiatives to reach Spokane's underserved BIPOC, immigrant and refugee communities. These communities face heightened risks of eviction, and our project has worked to ensure access through real time and in-person translation services. Clients and prospective clients are encouraged to connect with tenant services organizations such as the Tenants Union and Fair Housing Alliance as early in the process as possible. In certain instances, our program has worked to connect clients with legal representation through Northwest Justice Project. In 2025, SNAP will be partnering with the Northwest Mediation Center to provide referrals for mediation services to all Eviction Prevention clients.

In recognizing that clients accessing one of our programs are likely eligible and in need of others, SNAP generates a large number of cross-referrals from one program area to

another. These referrals are managed in our database by SNAP's Resource Team, which meets regularly to share program information and developments across the agency. Moreover, SNAP has recently invested in a new office on Pacific Avenue which brings together Rental Assistance and Homeless Services under one roof. This has not only improved the efficiency of our Eviction Prevention services, but has created a clear point of access for those who are either literally homeless or are precariously close to becoming so.

4. Please provide a detailed plan of how you will mobilize rental assistance funds efficiently and effectively within a six-month period

As our Eviction Prevention program is presently fully staffed and operational, these additional funds will be immediately put into effect to substantially increase the number of applications pulled for service. We will begin increasing the number of weekly referrals accepted into the program which will have an immediate demonstrable effect on the number of evictions averted in our community.

Our Singles-only Expansion proposal would see us serve a projected 155 additional households over the 6-month project term, while the Singles and Families Expansion would serve a projected 103 Singles households and 83 Families. These projections are based on average spend from current Singles EP projects and previous Rental Assistance projects in the case of Families. The Rental Assistance Coordinator monitors spend down weekly and adjusts the number of weekly referrals requested accordingly. The project would continue serving clients until the second week of June to allow two weeks for project close-out.

To respond to the increased inflow, we will expand our team by 1-2 FTE project/temp Rental Intake Specialist(s) determined by funding level. SNAP has previously utilized temporary staff to ramp up output during pandemic-era Rental Assistance program. Funding for the existing team are detailed in the budget section below.

If our Singles and Families Expansion proposal is funded, we would amend our current procedures serving Singles households to begin processing family applications. These referrals would be requested through Homeless Families Coordinated Assessment (HFCA) but the intake, processing, certification and payment processes would remain largely unchanged. By maintaining two equal sets of rental assistance funds – one for Singles and one for Families—we would ensure that both subpopulations are served with consistent referrals.

SNAP has an extensive background in serving the families subpopulation through our Rental Assistance programs, and our existing policies and procedures can be easily amended to begin processing family applications. The Singles and Families expansion would see us bring on 2 FTE project staff.

1. Please describe how your project will document program eligibility:

A client file is created for each household which receives services. This file includes Application for Funding – SNAP – Eviction Prevention Expansion

12/6/24

documentation of eligibility including income (e.g., recent pay stubs, a benefit award letter, unemployment, etc.). Income is documented with the CHG/SDG Verification of Household Eligibility and Recertification Form. Those with no income complete and sign a CHG/SDG Self-Declaration form. Households must also meet one of seven eligibility criteria as provided by Section 5.3.1 of the SDG guidelines. Documentation varies by circumstance but most commonly include a 14- or 30-day notice to vacate, or a ledger provided by the landlord showing past-due rent.

The STEP program serves the Singles subpopulation and therefore an additional eligibility requirement is that the household does not contain minor children. This is typically documented by the lease record where available. Households without leases must complete a Certification of Payment Obligation Form. Additional information may be required if there are inconsistencies with the household composition (e.g. a larger number of bedrooms than stated household members, receipt of family food benefits, etc.). A home visit may be requested to verify project eligibility. Households with joint custody qualify as a Singles household if they have 49% or less custody. The Singles and Families expansion request would allow our program to serve families by providing an equal fund with which to assist families. These referrals would be requested through Families Coordinated Entry, which will verify their household status.

As a Homeless Prevention project, HMIS is an integral part of the documentation process. An HMIS enrollment is created upon successful referral and all required data points are captured. Case notes are used to document referral completion and pertinent case information. Upon completion, enrollments are exited in a timely manner and services are entered into the client's dashboard.

2. Describe the experience/qualifications required by your staff for financial report preparation, management, and frontline positions:

Financial Report Preparation:

Accountant II: Bachelor's Degree and one year experience or AA degree in combination with a minimum of three years relevant experience. Payroll, loans, fund and contract experience preferred.

Management & Admin:

Rental Assistance Coordinator & Homeless Services Manager: Three years of supervisory experience in any field. High School diploma and five years' non-profit experience OR AA degree with three years non-profit experience OR Bachelor's Degree with one year of non-profit experience.

Essential Connections Director: Master's degree in social service, business or related field and four years of social service experience, or a combination of education and experience totaling 11 years.

Project Specialist: Four years' full-time experience in administrative support, Executive Assistant, Office Manager, Project Manager, Lead position or related

combined experience.

Frontline Staff:

Housing Specialist: HS/GED plus 3 years of experience with case management, social services or related work or education and experience in case management, social services or related field combined to equal 3 years. AA with two years' experience preferred. Bilingual skills preferred.

Rental Intake Specialist: High school diploma or equivalent and at least two years' experience in a clerical position, preferably in a social service setting. Bilingual skills preferred.

Information Specialist: High School diploma or equivalent and two years clerical or administrative experience. AA degree and one year experience preferred. Bilingual skills preferred.

3. Please describe how your organization interacts and collaborates with Coordinated Entry

SNAP is the lead agency for Singles Homeless Coordinated Entry. In this role, we manage our community's Singles By-Name List and are responsible for serving referrals to all projects connected to Singles Coordinated Entry. As a decentralized system, we provide training and support to the network of trained assessors across our community as well as monitoring data quality in conjunction with the HMIS team. Our role as SHCA lead has allowed us to build strong relationships with a diversity of providers including health, behavioral health, substance use, public safety, as well as By/For providers. We take walk-in assessments daily and perform approximately 60 percent of all assessments completed per year.

SNAP has a close relationship with the other CE systems. We previously managed the Youth By-Name List and have provided technical assistance to Youth Coordinated Entry. We meet regularly with HFCA and the families system. We broadly participate in all aspects of the homelessness response system, including sitting on all CoC subcommittees apart from families.

Budget Narrative

Applicants are required to complete and submit a Summary Budget Workbook that outlines the costs of operations of the proposal. The Summary Budget Workbook must have an accompanying budget narrative and justification that provides the total amount for implementation of the project. If multiple agencies will be partnering on this proposal, provide a cost breakdown of the expenses that will be incurred by each individual agency.

In a budget narrative below, please explain how the requested funds will be used to support the proposed service. For each line item listed with a dollar figure (except expense category

subtotals), provide a brief narrative detailing: (a) how the item relates to the proposed service and (b) the method used to determine the cost. The budget narrative should be laid out in the same format relative to the budget categories as provided in the budget worksheet and provide information regarding the basis of estimation for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization's policy, payroll document, and vendor quotes, etc.). Full guidelines for eligible expenses are located here <https://deptofcommerce.app.box.com/s/9z5u4yiy7w1d19wrch6mhkeedt0o0h08>

Rent Payments

Monthly rent, rental arrears as described in SDG guidelines

Rental Assistance estimates are based on average actuals from clients served by existing or past programs, e.g.: \$3875 is the average subsidy provided to prevent an eviction in the current Singles Eviction Prevention program, and \$4800 is the average subsidy SNAP provided in rental assistance to families in the federal ERA 2.0 rental assistance program.

Eviction Prevention Singles Expansion: \$600,000

Singles + Families Eviction Prevention Expansion: \$800,000 (\$400,000 Singles + \$400,000 Families).

Eligible expenses must be directly related to a client's eviction crisis and include:

- Leased unit rent – up to 150% Fair Market Value (FMR).
- Costs of parking spaces when connected to a unit.
- Lot rent for RV or manufactured home.
- Utilities that are included in rent.
- Standalone utility charges.
- Administrative fees required with rent.
- Reasonable late fees (defined as 20% or less of the monthly rent amount)
- Incentives paid to landlords. This can include reimbursement for damages.
- Application fees, background check, credit check fees, and costs of urinalyses for drug testing of household members if necessary/required for rental housing.

Rental Assistance Policy:

Rental Assistance is provided as a one-time payment and may cover up to 12 months of rent, including a combination of arrears and up to one month of future rent. For example, if a client owes six months of rent, the program will cover six months of arrears plus one month of future rent for a total of seven months.

Rent must be paid to the verified owner of the unit or an authorized property manager. The landlord must agree to halt the eviction process by signing the Rental Payment Agreement. Standalone utility assistance can be provided if the household is ineligible for other Energy Assistance funding. Assistance may be provided to eligible households once per calendar year.

Operations

Salaries and Benefits for staff costs directly attributable to the program, including but not limited to program staff, information technology staff, human resources staff, bookkeeping staff, and accounting staff:

Cost estimates for salaries are based on the percentage of time allocated per role expressed as a percentage of FTE. SNAP uses an activities-based timesheet allowing each employee to allocate their time distribution.

Benefits are derived as a percentage of salaries for full-time employees only. Benefits are not calculated for project/temp employees.

Information Specialist - .2 FTE \$8,112: Provides information to clients in-person and remotely. Receives phone calls, makes referrals, creates appointments.

Housing Specialist I - .2 FTE \$9,301: Conducts assessments and provides case management in the form of Housing Stability Plans. Helps connect clients to additional resources and referrals in the community that will assist them with regaining stability.

SHCA Lead - .05 FTE \$2632.50: Provides support by managing the Eviction Prevention waiting pool and serving referrals as requested. Conducts assessments as needed.

Rental Intake Specialist: 1-2 FTE (Project/Temp) \$58,240.00 - \$116,480: Processes Eviction Prevention applications. Communicates with clients and landlords to receive and verify documents. Creates intakes and enrollments. Based on hourly temp agency rate for roles previously hired by rental assistance program.

Director: .052 FTE \$4867.20: Provides general program guidance and oversight to the entire team.

Homeless Services Manager - .05 FTE \$3143.40 : Provides supervision and support to the Homeless Services team. Monitors data quality and audits files for completeness.

Rental Assistance Coordinator - .3 FTE \$24,960.00: Provides oversight of the program. Reviews and certifies applications to be processed for payment. Completes program reports.

Project Specialist: - .2 FTE \$9274.20: Provides administrative support to management and frontline staff. Reviews and certifies applications to be processed for payment.

Accountant: .06 FTE \$3238.56: Receives, reviews and processes subsidy requests. Prepares financial reports.

Benefits: \$24,901.16 – Health and other fringe benefits for full-time employees

Office space, utilities, supplies, phone, internet, and training related to grant management and/or service delivery.

Rent/Occupancy: \$4587.06 – Occupancy costs for SNAP's Pacific Avenue Office.

Communications: \$1310.59 – Costs associated with telecommunications and physical communications. Calculated at the program level by SNAP's fiscal team.

Supplies: \$1310.59 – Office and program-related supplies. Calculated at the program level by SNAP's fiscal team.

Equipment Maintenance/Wide Area Network (WAN): \$10,484.70 – Costs related to

maintaining SNAP's IT and database infrastructure. Calculated at the program level by SNAP's fiscal team.

Indirect Administration (not to exceed 15% of eligible expenses)

Indirect Administration: \$14,416.46 – Based on SNAP's internal cost allocation policy.

Required Attachments

A Risk Assessment is required for each RFP. Please include a completed Eviction Prevention Risk Assessment along with the application budget and narrative.

The following items are required, unless you have submitted valid copies within past six-months and are currently under contract with the City:

- 1. Business license**
- 2. Certificate of insurance**
- 3. Copy of most recent financial audit (as applicable)**



**CITY OF SPOKANE
Eviction Prevention**

Project applicants may submit applications for eviction prevention activities as described in the associated Eviction Prevention City of Spokane Notice of Funding Availability (NOFA).

PROPOSAL SUBMITTED BY:

ORGANIZATION Catholic Charities Eastern Washington
POINT OF CONTACT Sharon Stadelman, Chief Crisis & Shelter Officer
PHONE 509-358-4269
E-MAIL sharon.stadelman@cceasternwa.org

SIGNATURE 

Signature here will confirm compliance with all instructions, terms, and conditions of Funding Notice.

Applicants that wish to be considered for funding under this opportunity must respond to the following questions in writing and meet all conditions and requirements as stated in the NOFA. Submission of this application does not guarantee that a proposal will be approved.

General Instructions

Please complete a single narrative application for the proposal. Please be concise but complete in your responses.

Proposal Summary

Organization Signing Authority Contact Information

Contact Person: Sharon Stadelman, Chief
Crisis & Shelter Officer

Mailing Address: PO BOX 2253
Spokane, WA 99210-2253

Telephone: 509-358-4269

E-mail: sharon.stadelman@cceasternwa.org

Organization Project Contact Information

Contact Person: Jill Herrera

Mailing Address: PO BOX 2253
Spokane, WA 99210-2253

Telephone: 509-505-4450

E-mail: jill.herrera@cceasternwa.org

Submission Date: 12/7/24

Project Title: Leveraging HFCA to Provide Eviction Prevention for Spokane Families

Applicant Organization / Lead Agency Name: Catholic Charities Eastern Washington (CCEW)

Dollar Amount Requested from City of Spokane: \$157,500.00

Project Overview and Description Questions

1. Describe your experience managing Eviction Prevention Funds:

Since 1912 Catholic Charities Eastern Washington (CCEW) has committed to feed the hungry, heal the hurting, and welcome the stranger through programs that respond in crisis, stabilize lives, and advocate in hope.

One of our key crisis response programs is St. Margaret's Shelter (SMS), which serves households with at least one adult and one minor child/youth experiencing homelessness. SMS has served families experiencing homelessness since 1992 and operates major parts of the Coordinated Entry (CE) system for households with minor children to help households find and use resources to exit homelessness.

SMS has 15+ years of experience delivering effective homeless resource services. Our integrated approach to these services has directly increased the housing stability of thousands of families. Our proven track record of supporting families in increasing their income across all of our programs is significant, and over 95% of the families that we permanently house stay housed.

As the operator of Homeless Families Coordinated Assessment (HFCA) since 2016, SMS has served as the entry point for households with minor children seeking Eviction Prevention Services. It is our commitment to serve families before they become homeless, and we recognize that there may only be a small window of opportunity to do so. To reach families in that small window, we have worked with other CE providers, and the municipalities to refine how families access those services. Understanding that preventing eviction requires some awareness and sensitivity to timing, particularly with the requirement to use Coordinated Entry (CE), we have worked to adjust processes associated with intake so that households are not waiting in a priority pool longer than necessary. SMS is the overarching umbrella for both HFCA and several other projects. Along with Transitional Housing, Rapid Rehousing, and Diversion, Eviction Prevention will be one of these projects and requires referrals to be received through HFCA. This direct connection to HFCA allows SMS to get referrals and begin intervention with high efficiency, and without the time delay that would typically occur if referrals had to be sent to a third-party agency for intervention implementation.

Since 2019 CCEW has driven the following outcomes:

HFCA:

- Reached successful outcomes for 786 households with minor children; and

Rapid Rehousing:

- Exited 483 households (consisting of 1,610 total people) to permanent housing;
- Saw only 4.26% of households returning to homelessness; and
- Increased income for 38% of participants

In 2020 we were awarded funds to administer the Eviction Rent Assistance Program (ERAP) for youth-led households (18-24). 70 households were stabilized in their housing through this program. In 2020 we were awarded an 18-month United Way Emergency Food & Shelter CARES contract that in part provided rent or mortgage assistance to 38 households.

In 2021 we served 35 households with Homeless Prevention funds: 18 through SDG administered by the City of Spokane and 17 through CHG administered by the City of Spokane with county dollars. These were attached to our existing Rapid Rehousing contracts to address challenges associated with the COVID-19 pandemic. When our community's already low rental stock was

further impacted by the eviction moratorium, we had to pivot to best utilize the funds to meet the evolving needs of the families we served. Of these 35 households we served, all remained stable in housing for two years.

2. Describe your proposed intake and assessment process; including the capacity to manage a potentially high volume of applications for assistance

INTAKE AND ASSESMENT PROCESS

HFCA provides CE assessments Monday through Friday 8am-4pm, with assessments available by phone or in person at a time that is convenient to those seeking services. We have walk-in appointments available Tuesday through Thursday 8am-3pm. We also have trained satellite partners that provide assessments for families that cannot make it to our centralized location and/or who feel more comfortable connecting with a community partner. We provide translated documents (the most common are always on hand, including Spanish, Russian, Vietnamese, Marshallese, and Arabic,) and real-time interpretation services through our relationship with Spokane International Translation so families can access services in their language of choice.

Before enrolling households, HFCA staff will engage them in a supportive, strengths-based, trauma-informed, Diversion First conversation to help the household identify natural and formal resources to access that would keep them housed rather than experiencing homelessness. Our team of specialists acts as a sounding board as families work to create a plan to access these resources. Our staff are highly trained in community resources and function as system navigators for all families that walk through our doors. We understand that families are dealing with critical, life-changing events, so we do all that we can to expertly navigate and help families make sense of very complex systems.

SMS HAS UNIQUE CAPACITY TO MANAGE HIGH VOLUME OF EVICTION PREVENTION APPLICATIONS

After conducting a Diversion-First screening, staff seek to stabilize and/or return families to housing as quickly as possible using a Progressive Engagement model of service delivery that incorporates case management, landlord referrals, and financial assistance to use program resources efficiently and effectively. Progressive Engagement serves families in a client-centered approach that strengthens and empowers them to find their own sustainable solutions for financial and housing stability, supported by the minimum necessary financial assistance and resources to mitigate move-in barriers.

SMS's highly trained Case Managers will connect with families within 24 business hours of receiving an Eviction Prevention referral from HFCA/CE. They will immediately start a conversation with the families about their housing needs, enrollment, and qualifying guidelines. At this time, SMS staff document housing and income status to create the client file and then enter client data in CMIS. This includes instances of missed rent payments, moving because of economic reasons two or more times during the 60 days immediately preceding the application for assistance, living in the home of another person because of economic hardship, notification that their right to occupy their current housing or living situation will be terminated within 21 days after the date of application for assistance, living in a hotel/motel and the cost is not paid for by charitable organizations or by Federal, State, or local government programs for low-income individuals, living in an SRO or efficiency apartment unit in which there reside more than two persons or lives in a larger housing unit in which there reside more than one and a half persons per room, or exiting a publicly funded

institution or system of care. Housing and income status are documented using the *CHG Verification of Household Eligibility and Income Recertification Form*.

For families who have no alternative but to enter the homeless resources system, HFCA assesses their vulnerability, identifying their strengths and connecting them to housing resources based upon their level of need and preferences. CCEW has built the HFCA system to have the lowest possible barriers.

For families that have immediate safety or health concerns, we provide referrals and warm handoffs to partner agencies that can assist in meeting these immediate needs, provide culturally specific services, including language interpretation services, and trained specialized staff to support families fleeing DV with safety planning.

As a supplement to these services and to lower every possible barrier to housing stability, we triage an array of needs and refer families to the resources they ask for connections to, including accessing clothing, hygiene food bank services, and computer access for job and housing searches through our brick-and-mortar shelter facility.

Knowing that there is a high volume of households in need, we have used the CHG Targeted Prevention tool to prioritize those most at risk.

3. Describe how you will conduct marketing and outreach activities to connect with households most likely to become homeless

SMS will use the Homeless Coalition website to announce the availability of Eviction Prevention funds to connect with providers who work with a variety of populations in need. Additionally, we will use social media platforms and our website to reach a larger audience who may search within our broader Agency for resources. Households at risk of or experiencing homelessness look to HFCA for resources that align with their housing needs. This natural referral connection to SMS will help us capture families who come to us through that pathway. Our satellite partnerships through CE will also help cast the net wider to families who may inquire about such assistance through other providers.

Our Landlord Liaison participates in the Landlord Association meetings and can share information regarding this program with association members.

4. Please provide a detailed plan of how you will mobilize rental assistance funds efficiently and effectively within a six-month period

As the operators of HFCA we have a direct connection with the households that are seeking assistance. We can engage with households needing Eviction Prevention immediately as they are identified and swiftly begin intake and enrollment. Because of our experience and unique qualification representing HFCA, we can begin expending funds on day one of the grant performance period with great efficacy. Additionally, we are seeking an award amount consistent with our ability to serve additional households within our current staffing structure which eliminates the need to hire any additional staff.

The leveraged staff have extensive experience working in Rapid Rehousing and therefore are well

versed in identifying needs and barriers in households and matching a level of service provision that helps the family to be best served. They are familiar with negotiating with landlords and mediating plans that allow families to find housing stability. Essentially, our staff will be continuing the work they are already doing with Eviction Prevention funding.

HFCA staff will use Progressive Engagement to implement program resources efficiently and effectively. Progressive Engagement serves families in a client-centered approach that strengthens and empowers them to find their own sustainable solutions for financial and housing stability, supported by the minimum necessary financial assistance and resources.

While some households may have stable housing and only need one-time support to get out of arrears, others may need their rent subsidized for a short period while they stabilize their housing. Our experienced staff will work with enrolled families to identify their individualized needs; keeping in mind that there is only a six-month period of funding, ensuring that support will have to be less than or equal to the remaining months of funding. Based on years' experience providing services, we know our capacity to provide eviction prevention services; SMS is perfectly situated to mobilize rental assistance funds within the contract's short-term period of performance.

5. Please describe how your project will document program eligibility:

At HFCA, families seeking Eviction Prevention services will complete the CHG Targeted Prevention Screening Tool. Once their referral is pulled for enrollment into the Eviction Prevention project their assigned Case Manager will revisit this to determine if their living situation has changed and if they continue to be eligible based on their current living situation and income.

Additionally, staff will use the CHG Eligibility Verification form to document eligibility. Income and housing status must be verified in this project for households to receive assistance.

6. Describe the experience/qualifications required by your staff for financial report preparation, management, and frontline positions:

CCEW BRINGS AN EXPERIENCED, SUCCESSFUL RECORD OF MANAGING CONTRACTS AND HOMELESS RESOURCES SERVICES

CCEW brings more than 50 years of experience successfully managing federal, state municipal, and private grants, including pass-through contracts. We specifically manage many grants funded by HUD, including CDBG contracts in the City of Spokane, Spokane County, and Walla Walla County, as well as many Continuum of Care, Emergency Solutions Grants, Section 8 vouchers across multiple programs, and Multifamily Service Coordinator Grants. The structure and capacity of our administrative groups, including our executive Senior Leadership Team (SLT), Finance Department, Data Services Department, and Grants Team have been developed to best manage these complex federal contracts.

ON-SITE STAFF PROVIDE DIRECT SUPPORT TO SMS BENEFICIARIES

Our staff's system knowledge and institutional memory helps us create efficiencies by using fewer staff and optimizing families' pathways through services. We bring 15 years' worth of landlord relationships and a deep understanding of the various homeless programs/funding streams, including the foundational role that school of origin considerations—mandated by the McKinney-

Vento Act—play into a family’s ultimate choice in housing location.

Our staff has been providing successful services for more than 15 years. Our front-line staff are trained in evidence-based practices (EBPs) and best practices that have been demonstrated to improve engagement with services and create durable, positive outcomes, including Housing First, Motivational Interviewing, Trauma-Informed Care, and Client-Centered Goal Planning. We have worked under SDG and CHG guidelines in the provision of Eviction Prevention and Rapid Rehousing projects and are familiar with the requirements of our funders. Our frontline staff for this project have combined experience of over 20 years with similar projects.

Project management staff have overseen Eviction Prevention, Rapid Rehousing and other homeless response programs for over 10 years, successfully serving many families and accomplishing strong performance, data quality, and financial management. CCEW Vice President of Crisis Response Shannon Boniface has primary responsibility for grant compliance and reporting, oversees day-to-day operations, and serves as the primary contact at CCEW to the City of Spokane. Ms. Boniface has 4 years’ experience managing HFCA/CE and 8 years’ experience managing grants and contracts.

CCEW EXECUTIVE AND ADMINISTRATIVE STAFF IMPLEMENT FINANCIAL CONTROLS

The Finance Team supports the CCEW Vice President and staff by implementing CCEW’s strong financial controls to ensure proper use of funds, support financial reporting, and comply with all City and HSG financial requirements and billing procedures. The Finance Team is led by a Chief Financial Officer (CFO) responsible for ensuring compliance with accounting regulations and principles. Our CFO supervises the Vice President of Finance, who is responsible for the day-to-day financial operations of our Agency, including payroll, accounts payable and receivable, and grants and medical billing.

CCEW’s Finance Team has been developed specifically to manage large and complex federal grants. We have 2 FTE—an Accounting Coordinator and a Grant Billing Specialist—who are dedicated to grants management, billing, and reporting. The Vice President for Finance supervises this function. The Grant Billing Specialist is responsible for preparing all grant invoices and backup documentation and preparing monthly spend-down reports to track each contract’s progress and identify potential spend-down challenges as early as possible in the grant cycle. The Accounting Coordinator reviews all grant billings.

The CCEW Finance staff engage in an annual financial statement audit and our annual single audit of federal grants.

The CCEW Finance staff, including payroll, accounts payable, cash receipts, grant and other billing position, all are qualified accountants with experience and education appropriate for their roles and job descriptions. Job duties are well defined and documented. We ensure appropriate segregation of duties, review and approval processes, timely financial reporting, and supervision and evaluation of staff to ensure accurate transaction processing, reporting, compliance and stewardship of resources and funds.

CCEW has also invested heavily in industry standard financial management software to support our \$40M annual budget, 500-person staff, and our large portfolio of public grants and contracts. We use ADP for payroll and time and attendance tracking, Power Plan for budget development management, Sage Intact for cloud financial management, and Salesforce NPSP for grants tracking. These systems, implemented along with CCEW’s Board-approved financial policies and procedures, provide CCEW with a sophisticated and industry standard set of financial control capabilities,

including but not limited to:

- Segregating expenditures by funding source;
- Producing budget vs. expenditures reports;
- Maintaining central files for grants, loans, and other types of financial assistance;
- Allocating direct and indirect expenses by means of a cost allocation plan;
- Recording all time worked, including time not charged to awards;
- Recording employee time specifically by cost objective/activity;
- Requiring sign off by the employee and supervisor; and
- Complying with the established accounting policies and practices of our Agency.

7. Please describe how your organization interacts and collaborates with Coordinated Entry

What makes our proposal unique is that CCEW is the operator of HFCA, giving SMS direct connection to referrals allowing us to quickly provide Eviction Prevention in alignment with the community's existing, well known, and effective HFCA program without requiring additional staff, infrastructure, or community referral pathways. In other words, these funds will be available to all Spokane families experiencing housing instability on the day the contract is signed.

The goal of HFCA is to provide each family experiencing homelessness with the services and support they need to rapidly return to permanent housing. We provide oversight to seven satellite sites to ensure that households with minor children can be served where they are present, in an environment where they are comfortable; minimizing the need to re-tell their story. We work closely with the other sub-population specific entry points; Singles Homeless Coordinated Assessment (SHCA) and Youth and Young Adult CE to ensure services are equitable across the system; with the goal of all households having similar and streamlined experiences.

When Eviction Prevention came into the fold as a funded project in our community, CCEW was involved in the planning discussions regarding the use of CE for Eviction Prevention and the use of the CHG Targeted Prevention Screening Tool to prioritize the large volume of individuals seeking Eviction Prevention Assistance.

We have staff who sit on the CoC Board and lead the Coordinated Entry Work Group which gathers with professionals across the system whose works centers on CE to collaborate, identify barriers and concerns, and work towards improvements in the overall CE consumer experience. As CE is the entry point for those seeking services to combat homelessness, it is the goal of the CE workgroup to help ensure that an individual's experience of homelessness is rare, brief, and non-recurring.

Budget Narrative

Applicants are required to complete and submit a Summary Budget Workbook that outlines the costs of operations of the proposal. The Summary Budget Workbook must have an accompanying budget narrative and justification that provides the total amount for implementation of the project. If multiple agencies will be partnering on this proposal, provide a cost breakdown of the expenses that will be incurred by each individual agency.

In a budget narrative below, please explain how the requested funds will be used to support the proposed service. For each line item listed with a dollar figure (except expense category subtotals), provide a brief narrative detailing: (a) how the item relates to the proposed service and (b) the method used to determine the cost. The budget narrative should be laid out in the same format relative to the budget categories as provided in the budget worksheet and provide information regarding the basis of estimation for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization's policy, payroll document, and vendor quotes, etc.). Full guidelines for eligible expenses are located here <https://deptofcommerce.app.box.com/s/9z5u4yiy7w1d19wrch6mhkeedt0o0h08>

Rent Payments

Monthly rent, rental arrears as described in SDG guidelines

We are requesting \$100,000 in the rent payment category.

- a. Rent payments relate to the proposed service as a fundamental approach to Eviction Prevention. This will be split between rents (\$95,000) to cover anything associated with rent including monthly rents and arrears and other housing costs (\$5,000) for utilities and other allowable expenses not directly related to monthly rent.
- b. We determined the cost by multiplying the projected average of \$5,000 per household served, and we intend to serve 20 families with these dollars.

Operations

Salaries and Benefits for staff costs directly attributable to the program, including but not limited to program staff, information technology staff, human resources staff, bookkeeping staff, and accounting staff:

We are requesting \$50,000 in operations to supplement the salaries and benefits of current case management staff.

- a. These salaries and benefits related to the proposed services because they cover the remaining cost to provide Eviction Prevention services for the period of performance for our existing staff, including our front desk at HFCA; triaging and coordinating appointments and assessments, and supervisory staff.
- b. We determined the cost of salaries and benefits by identifying the number of households we plan to serve along with the amount of rental assistance requested, we then calculated the amount of staff time needed to serve those individuals: \$50,000 will be split--\$30,000 for Case Management staff, \$10,000 to support the Triage Specialist, and \$10,000 for supervision.

Office space, utilities, supplies, phone, internet, and training related to grant management and/or service delivery.

We are not requesting any funding in this category.

Indirect Administration (not to exceed 15% of eligible expenses)

We are requesting \$7,500, in Indirect Administration.

- a. Indirect costs relate to our proposed services because Eviction Prevention Services require funds to administer the grant award.
- b. We determined the cost by calculating 15% of MDTC.

Required Attachments

A Risk Assessment is required for each RFP. Please include a completed Eviction Prevention Risk Assessment along with the application budget and narrative.

Please find as an attachment in the submission email, along with all required Risk Assessment documents:

1. Chart of Accounts
2. Sample Report Time and Effort
3. Sample Time Sheet
4. P&P Procurement Policy
5. Conflict of Interest-Equal Employment Opportunity_Drug and Alcohol Policy
6. Financial Management
7. Procurement-Management-Disposition Procedures
8. Personnel Records Retention Policy
9. Records Retention Procedure_Non-Covered Entity
10. CHHS Risk Assessment Questionnaire

The following items are required, unless you have submitted valid copies within past six-months and are currently under contract with the City:

- 1. Business license**
- 2. Certificate of insurance**
- 3. Copy of most recent financial audit (as applicable)**

These documents were submitted as part of our CHHS SDG Homeless Services application on 7/12/24. Please reach out with any questions.



CITY OF SPOKANE
Eviction Prevention

Project applicants may submit applications for eviction prevention activities as described in the associated Eviction Prevention City of Spokane Notice of Funding Availability (NOFA).

PROPOSAL SUBMITTED BY:

ORGANIZATION **Transitions**
POINT OF CONTACT **Sarah Lickfold**
PHONE **(509) 328-6702**
E-MAIL **slickfold@help4women.org**

SIGNATURE *Sarah M. Lickfold*

Signature here will confirm compliance with all instructions, terms, and conditions of Funding Notice.

Applicants that wish to be considered for funding under this opportunity must respond to the following questions in writing and meet all conditions and requirements as stated in the NOFA. Submission of this application does not guarantee that a proposal will be approved.

General Instructions

Please complete a single narrative application for the proposal. Please be concise but complete in your responses.

Proposal Summary

Organization Signing Authority Contact Information

Contact Person: Sarah Lickfold
Mailing Address: 3128 N. Hemlock St
Spokane, WA 99205
Telephone: (509) 328-6702
E-mail: slickfold@help4women.org

Organization Project Contact Information

Contact Person: Angela Amos
Mailing Address: 920 W. 2nd Ave
Spokane, WA 99201
Telephone: (509) 455-4249
E-mail: aamos@help4women.org

Submission Date: **12/8/24**

Project Title: **Eviction Prevention**

Applicant Organization / Lead Agency Name: **Transitions**

Dollar Amount Requested from City of Spokane: **\$230,047**

Project Overview and Description Questions

1. Describe your experience managing Eviction Prevention Funds:

Transitions has managed and disbursed housing assistance funds for many years. We operate six programs with the mission of ending poverty and homelessness for women and children in Spokane; 100% of our participants are low-income, with most below 30% AMI. We have administered direct client assistance funds routinely over our decades of operation, and our intake processes at all program sites ensure and document client eligibility for projects like these. All Transitions housing and housing case management participants are entered into the City of Spokane's Community Management Information System (CMIS).

Most recently, our Women's Hearth site, the focus of this current request, disbursed Spokane County/ Dept. of Commerce Eviction Prevention funds over the past 12 months. Through this program, we were able to assist 40 households who were facing acute risk of eviction due to rental or utilities arrears. We have disbursed assistance approximately once a week since the initial County award, managing a total of \$55,200. We have maintained compliance with all Commerce disbursement parameters, eligibility requirements, and reporting schedules. We have well-established intake and recordkeeping processes in place. The County has affirmed our performance and approach with positive feedback during desk audits. This experience has been extremely positive for participants, as Transitions is able to complement the disbursed funds with individualized case management and aftercare to help households address their risk factors for eviction.

2. Describe your proposed intake and assessment process; including the capacity to manage a potentially high volume of applications for assistance effectively within a six-month period:

Our current Eviction Prevention assessment and disbursement process is already in line with Commerce's Consolidated Homeless Grant requirements. The Women's Hearth is an extremely low-barrier environment, with no participation or documentation requirements for entry. Households are not screened out based on income, credit history, rental history, disability, justice system involvement, substance use, lack of ID, or other potential barriers to housing readiness. Intake scheduling is very flexible, and our drop-in service model increases access for participants who may not have the personal infrastructure or capacity to maintain scheduled appointments. Community expectations at the Hearth are focused on maintaining an environment that is safe and affirming for all participants, including transgender women. The Women's Hearth is Spokane's only daytime shelter space solely for women and non-binary individuals. If awarded Eviction Prevention funds, however, the Hearth is well-equipped to offer virtual appointments and dedicated drop-in visit times for male participants. Participants will also be welcome to submit scanned documentation electronically as part of the virtual appointment process; we hope this will further reduce barriers or delays to assessment and project enrollment.

When participants disclose housing insecurity and/or a desire to participate in housing case management, Case Managers complete a more formal intake for Eviction Prevention assistance, assessing participant eligibility for grant funds. We next communicate directly with the participant's property manager to obtain a ledger of balances owed and a copy of the rental agreement. If participants are indeed eligible for Eviction Prevention funds, the amount owed is paid directly to landlords. This process is accompanied by ongoing case management and supportive conversations with participants to determine what financial stability looks like for them following this assistance, to minimize repeat need. Goals may include seeking a roommate to share rental expenses, vocational services to increase income, referrals for healthcare or services, and transportation to referral appointments to ensure access and further participation. With an added 1.0 FTE case manager, we could increase capacity for Eviction Prevention funds disbursement to up to 8 clients participants served per day.

3. Describe how you will conduct marketing and outreach activities to connect with households most likely to become homeless:

The Women's Hearth serves approximately 1200 individuals annually; in fact, we are on track to serve at least 1400 in 2024. Our busy event and services calendar has a wide reach among Spokane's homeless and insecurely-housed communities; simply adding Eviction Prevention drop-in hours, announcing these funds at monthly Matters of the Hearth meetings, and our ongoing daily conversations with participants will create widespread awareness. Word-of-mouth is one of the primary ways new participants find their way to the Hearth; referrals from a peer or trusted friend often help new participants feel safe and more likely to engage in services. Our soft-touch, relationship-focused approach builds trust with participants who may not otherwise feel inclined to disclose housing insecurity. And the Hearth has no requirements for participation, which also helps participants take ownership of their pathways and seek the assistance that they most need. We often serve participants who have been exited from services elsewhere, and our drop-in service model and supportive staff enable us to have successful case management appointments with high-need participants. Additionally, our Housing Alumnae Case Management staff and New Leaf Vocational Services sites will be able to refer participants to the Hearth for Eviction Prevention Funds.

4. Please provide a detailed plan of how you will mobilize rental assistance funds efficiently and effectively within a six-month period:

We anticipate a brisk spend-down of any funds awarded. The Hearth currently receives constant requests for housing assistance funds by phone, email, and Homeless Coalition listserv messages. We already have a well-established Eviction Prevention intake process, which will be scalable if we are awarded funds to add case management staff hours. Adding case management staffing will increase our capacity to complete eligibility intakes, submit referrals to Coordinated Entry, and process Coordinated Entry referrals for disbursement. We estimate that we can more than double the Hearth's current assessment/disbursement capacity with the addition of a 1.0 FTE case manager.

The Hearth exclusively serves women and non-binary individuals during our regular opening hours. To accommodate male participants for assessment, referral, and disbursement, we are well-prepared to offer both virtual appointments and dedicated drop-in hours so that male participants can complete intakes and access disbursement and case management.

5. Please describe how your project will document program eligibility:

Our current Eviction Prevention intake process includes documented eligibility verification, assessing each participant's level of need and verifying that the participant meets grant-required eligibility parameters, including income level and having a signed lease agreement. Once eligibility is established, our case manager contacts the participant's property management company to obtain a balance owed and a copy of the rental agreement. If a participant meets the eligibility requirements, their referral will be submitted to Coordinated Entry. Case managers keep documentation throughout this process and of financial stability problem-solving conversations with participant and what goals are formulated through this discussion. All of the steps of this process are documented in the participant's confidential file and retained in a locked cabinet for a minimum of seven years.

6. Describe the experience/qualifications required by your staff for financial report preparation, management, and frontline positions:

Financial reports are prepared by the Women’s Hearth Program Director and Transitions’ Financial Controller. Our Financial Controller holds an MBA and 7 years of experience in accounting in both the private and nonprofit sectors. The Women’s Hearth Program Director holds an M.A. in Addiction Studies, is a certified Substance Use Disorder Professional trainee, and has 8 years experience in management roles and social service delivery.

Front-line staff and all program volunteers are required to complete a background check and sign a confidentiality contract. Staff must have either significant relevant employment or first-hand life experience in social work/housing insecurity/poverty/disability services. Upon hire, staff are required to complete trainings in trauma-informed care and race equity, and to adhere to the Hearth’s values of engagement-centered healing, respect for human dignity, and client-led goalsetting. Additionally, by the end of 2024, all staff members at Transitions will have completed the required trainings (Trauma-Informed Care, Rapid Re-Housing, Race Equity, et al) for Commerce CHG funding projects.

7. Please describe how your organization interacts and collaborates with Coordinated Entry:

Transitions is an experienced collaborator with Coordinated Entry (CE) as both a source and recipient of referrals. Our three housing sites receive CE referrals for both Singles and Families, and at the Hearth, we participate in CE by offering Singles Coordinated Entry assessments. At the Hearth, Case Managers enter new participants into CMIS when they enroll in case management. All Transitions Housing participants are also entered into CMIS. We are fully equipped to accept CE referrals for Eviction Prevention assistance and to fill Eviction Prevention openings exclusively through those referrals.

We maintain strong and cordial relationships with other CE providers and are active in the Spokane homeless services provider network, participating in the Spokane Homeless Coalition, bimonthly Spokane Regional Health District Service Providers call, Empire Health Foundation’s Housing Navigation/Storm Shelter provider forums, and the City of Spokane Street Outreach meetings. And we collaborate frequently with other Coordinated Entry intake sites (Catholic Charities, SNAP, and Goodwill) to ensure that the referral process works as smoothly as possible so that participants can get housed quickly.

Budget Narrative

Rent Payments

Monthly rent, rental arrears as described in SDG guidelines

\$141,800 is requested for rent payments: \$124,057 is requested for direct client assistance with monthly rent / rental arrears. At an average disbursement about of \$1,380 per household, we estimated serving 89 households with rent assistance. \$17,725 is requested for direct assistance with application fees, background and credit check fees. Our current disbursements indicate that approximately one out of every seven households requesting assistance is seeking help with property rental application and screening fees, so the above requested amounts reflect that ratio. At an average of \$1480 per household, we anticipate serving 12 households with rental application process fees.

Operations

Salaries and Benefits for staff costs directly attributable to the program, including but not limited to program staff, information technology staff, human resources staff, bookkeeping staff, and accounting staff:

\$58,241 is requested for salaries and benefits: \$45,479 for a 1.0 FTE case manager salary; \$8,417 for case manager benefits; \$3,666 for 0.05 FTE Hearth Program Director salary staff hours; and \$678 for Hearth Program Director benefits. This figure is arrived at using internal payroll scales and an 18.5% rate for calculating benefits. The case management staff time would support client intake appointments, assessment and referral time, documentation time, and disbursement time. The Program Director staff time supports direct supervision of case management time and Eviction Prevention project implementation.

Indirect Administration (not to exceed 15% of eligible expenses)

\$30,006 is requested for project administration.

Required Attachments

Please see attached Risk Assessment. Transitions is currently under contract with the City of Spokane, so please refer to previously submitted business license, financial audit, and confirmation of insurance.

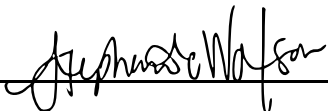


CITY OF SPOKANE Eviction Prevention

Project applicants may submit applications for eviction prevention activities as described in the associated Eviction Prevention City of Spokane Notice of Funding Availability (NOFA).

PROPOSAL SUBMITTED BY:

ORGANIZATION The ZONE
POINT OF CONTACT Stephanie Watson
PHONE 509-487-1603 x225; 509-990-3010 (cell)
E-MAIL swatson@necommunitycenter.com

SIGNATURE _____


Signature here will confirm compliance with all instructions, terms, and conditions of Funding Notice.

Applicants that wish to be considered for funding under this opportunity must respond to the following questions in writing and meet all conditions and requirements as stated in the NOFA. Submission of this application does not guarantee that a proposal will be approved.

General Instructions

Please complete a single narrative application for the proposal. Please be concise but complete in your responses.

Proposal Summary

Organization Signing Authority Contact Information

Contact Person: David Richardson
Mailing Address: 4001 N Cook Street, Spokane, WA 99207
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Organization Project Contact Information

Contact Person: Jene Ray
Mailing Address: 4001 N Cook Street, Spokane, WA 99207
Telephone: 509-487-1603 x224
E-mail: jray@necommunitycenter.com

Submission Date: 12/08/2024

Project Title: [Eviction Prevention Program]

Applicant Organization / Lead Agency Name: [The ZONE]

Dollar Amount Requested from City of Spokane: [\$225,862.30]

Project Overview and Description Questions

1. Describe your experience managing Eviction Prevention Funds:

The Northeast Community Center Association (NECCA) is a nonprofit neighborhood organization. We improve the quality of life of residents in northeast Spokane, with emphasis on social, health, economic, educational and recreational needs. The ZONE is a place-based, community-led initiative of the NECC, building hope and opportunity through collective action in the neighborhoods of Northeast Spokane. Since 2019 The ZONE's Eviction Prevention Program has been designed to support family stabilization, to keep children in schools and families housed in their neighborhoods and out of the homeless shelter system.

The ZONE's Experience Managing Eviction Prevention Funds works with the whole person/family to grow a holistic support network, boost financial and employment opportunities, and leverage the resources of our NECC/ZONE Financial Opportunity Center. The ZONE reduces evictions and housing insecurity with individualized case management. This includes financial coaching tailored to personal family goals. Participants receive help from The ZONE staff's extensive knowledge of benefits navigation, food resources, transportation, technology skills, and mental and physical health resources.

By combining financial coaching, employment support, case management, and initial financial assistance for housing costs, paired with budgeting practices and coaching, households are better equipped to maintain their current housing, prevent evictions, and keep students in their schools and activities during formative years.

The Financial Opportunity Center (FOC) is located on the NECC campus, as well as The ZONE and we offer: employment and career counseling, one-on-one financial coaching, education and access to low-cost financial courses to build credit, savings, and assets, including homeownership support. Connections to income support such as rent/mortgage arrears, food benefits, weatherization, utilities assistance, and affordable health insurance. The FOC's integrated service model with our team supports The ZONE's Eviction Prevention Program by providing rental assistance, arrears management, financial coaching, job training, benefits cliff navigation (which eliminates barriers to households increasing their income), and leadership programs. This helps residents build emergency savings, repair credit scores, and reduce eviction risks with stable housing and employment for years and generations to come.

The housing crisis in Northeast Spokane is partly due to underemployment and job instability. The FOC connects residents with high-demand job opportunities and skill-building programs. Case workers offer one-on-one coaching for budgeting, debt management, and credit repair.

Our main objective is to stabilize families by addressing their housing needs first, fostering their development into resilient community supporters, and enhancing overall community stability. By focusing on families with school-aged children, we impact multiple generations through one program.

The Northeast Community Center Association has a long history of properly managing public funds and accepts the fiduciary responsibility to see that taxpayers' money is used appropriately and ensures proper accountability from the recipients of its awards. The Center conducts an annual audit with no noted deficiencies. NECCA assumes full responsibility for the conduct of project activities and becomes accountable for meeting local, state and federal standards in the areas of financial management, internal controls, audit, wage requirements and reporting.

The ZONE's experience managing Eviction Prevention funds is proven to reduce housing insecurity by connecting residents to supports available in the community beyond their individualized case management as well as a financial project-based coaching around personal family goals. Participants are embedded into a network of support with the ZONE staff's knowledge of benefits cliff navigation, food resources, transportation resources, technology skills, and other mental health and physical health resources with participants. By including financial coaching and employment support with case management and initial financial assistance for housing costs, households have the capacity to maintain their housing and prevent evictions.

Our primary goal is to stabilize more families, starting with their housing needs to prevent evictions, foster development into resilient supporters of the community, and enhance overall community stability for this place. By focusing on families with school-aged children, we are impacting multiple generations through one program.

We are committed to promoting equity, diversity, and inclusion within our program. Our participant demographics reflect our dedication to serving a diverse range of individuals and families within our community. By fostering an inclusive environment, we strive to ensure that all participants feel valued and supported throughout their journey to housing stability. Intentional effort is made to engage BIPOC (black, indigenous, people of color) business leaders, community partner leaders, and residents.

- 2. Describe your proposed intake and assessment process; including the capacity to manage a potentially high volume of applications for assistance**

The ZONE prioritizes working with renters/homeowners in Medicaid eligible families of school-aged children in Northeast schools – and the schools that feed into Northeast Spokane. This criterion supports our place-based initiative and families to thrive for generations with a different trajectory than an eviction.

The Eviction Prevention Program intake survey is sent to verify eligibility. This eligibility questionnaire helps people learn if our program is a good fit for their families, and our staff are often able to make additional recommendations to people that do not have children. Our staff manages clients for typically 9-12 months as they improve their financial situation and remain

housed and secure, and some people have completed the program in as little as six months. Staff engaged with HUD Technical Assistance to build our screening assessment and customize proprietary software such as PlanStreet for our internal database.

Our primary referral partners include: Better Health Together, Unify Community Health, MultiCare Behavioral Health Clinic, Akin, Manzanita House, and other NECC agencies- additionally partners across the Hillyard Community Campus, Hillyard Library and schools (Shaw Middle School, Regal Elementary, NEWTech, On Track Academy, Pratt, Open Doors Virtual GED Classroom at the Next Generation Zone, and If You Could Just One, as well as ZONE staffed schools that feed into Northeast Spokane (including Holmes Elementary, Yasuhara Middle School, Bemiss Elementary, Garry Middle School, Stevens Elementary, and Rogers High School).

Once enrolled, participants have regular check-ins with their case managers who track outcomes in PlanStreet which tracks our program needs and is accessible for participants who come to our office and work with their case manager. The waiting list is also managed in PlanStreet and we tend to enroll 2-4 new households per month as people complete the program. This ensures individualized experience and manageable caseloads for our team to not exceed working with 20 families at a time. With this funding, we anticipate being able to serve 10-12 additional households.

The ZONE's Eviction Prevention (housing stability program) has flourished under the dedicated efforts of its two case managers, who have continually expanded their skill set and expertise to better serve the community. Over time, their roles have evolved to encompass a wide range of responsibilities, reflecting NECC's commitment to holistic family support and community empowerment. Initially hired as Housing Navigators and Employment Specialists, the case managers quickly embraced their multifaceted roles, providing vital support to individuals and families navigating housing challenges. As the program progressed, their roles expanded to include Peer Support Counselors, fostering a supportive environment where clients feel understood and empowered.

Recognizing the importance of cultural competence, The ZONE has invested in trainings such as Cultural Equity and Inclusion Programming (CEIP), led by Patrica Casteneda at Manzanita House and Bridging Identity Gaps led by April Eberhardt, as well as Standards of Quality for Family Strengthening & Support, and Credit Builders Alliance training to become a certified Credit Builder Coach and help people apply for and track Credit Building Loans. This initiative ensured that ZONE services were accessible and welcoming to all members of the community to build social capital, regardless of cultural background or identity.

Motivational Interviewing, Non-violent Communication, and Youth Mental Health First Aid trainings equipped the case managers with valuable communication and crisis intervention skills, enabling them to effectively engage with clients and address their needs with empathy and sensitivity.

The adoption of the HOPE framework (Healthy Outcomes from Positive Experiences) and the Financial Coaching model further enhanced NECC's ability to support families in achieving stability and financial empowerment. Through rigorous training and certification, Lavonnie and

Amanda became Certified Financial Coaches, enabling them to provide personalized financial guidance and support to program participants.

The ZONE also prioritizes continuous learning and improvement, participating in training courses such as Standards of Quality for Family Strengthening & Support and Benefits Cliff Training. These initiatives not only enhanced the quality of services but also advanced equity within the organization.

In recognition of the importance of community-based workforce development, Lavonnie pursued additional training as a Peer Support Counselor trainer with Peer Washington and Washington Health Care Authority. Additionally, she became a Community Health Worker, training with Better Health Together. Amanda has worked in housing for 8 years and has experience with CMIS and supported our internal intake and data management system creation.

3. Describe how you will conduct marketing and outreach activities to connect with households most likely to become homeless

The Northeast Community Center Association (NECCA) is a community based nonprofit organization serving the nine neighborhoods in District 1 and beyond to include households with children in public schools that feed Northeast Spokane from Downtown to West Central and across the Spokane River (District 2 and 3).

As a collaborative of ten agencies working together, NECCA delivers more than 105,000 “units of service” annually with a network of partners ranging from senior nutrition programs, childcare, medical, dental, and pharmaceutical access, minor home repair, energy assistance, health/nutrition programs, Head Start, and (Early Childhood Education and Assistance Program) ECEAP early learning programs.

Thus, NECCA is uniquely positioned to support The ZONE and The ZONE’s network of resource navigation of embedded staff in area schools through partnerships with Communities in Schools, Spokane Public Schools, and the educators, parents, guardians, and students/youth directly.

ZONE has a robust family referral system, with staff in 10 schools and 10 agencies here on site, referring to clients who express needing support to us and engaging with our social, health, education, economic, and recreational community partners. Our team will do targeted outreach and focus efforts on areas with high rates of housing instability, such as Northeast Spokane. Using data from local schools, social services, and community health organizations to identify neighborhoods and households most likely to face eviction or homelessness.

As our Eviction Prevention Program is an upstream solution for households with financial struggles to pay their rent or mortgage, we prioritize families with children within our place-based initiative for local collective impact and community building.

An intended outcome of our program is an increase in housing security – 80% of participants increase in housing security during a 12-month duration, to 50% housing stability.

100% of all program participants develop a budget and if necessary are referred to partner agencies to address other budgetary goals established during casework. While enrolled, 75% of participants will access 3-6 Social Determinants of Health-referrals and related programs aligned with their needs and goals. 75% of all program participants that are engaged in programming for one month will receive education and referrals to community programs.

The ZONE encourages direct referrals from social workers, community health workers, and case managers who are already working with at-risk families. These professionals can identify and refer households in need of eviction prevention support.

Mostly, our marketing and outreach efforts will include:

- Flyers and Brochures: distributed at community centers, schools, libraries, partners, and local businesses.
- social media: share information about services and success stories on platforms like Facebook, Instagram, and LinkedIn.
- Email Newsletters: keep partners and community members informed about programs and resources available
- Local Media: collaborate with local newspapers, radio stations, and TV channels to raise awareness about the eviction prevention program if awarded.

4. Please provide a detailed plan of how you will mobilize rental assistance funds efficiently and effectively within a six-month period

Within the first 1-6 months of the program, community health workers/staff will intake participants and learn their financial situation and personal circumstances along with goals for themselves and their families/households.

We invite referrals from housing security partners such as The Landlord Liaison Network, Spokane Housing Alliance, The Tenant's Union, The Hillyard Community Campus Sponsor Committee, All NECCA Agencies, the ZONE Resident Steering Committee, Gonzaga University Essential Skills 6-week program, and our school-based partners.

Our commitment to fiscal responsibility is evident in our efforts to stay within the \$7,500 average budget per family. Through careful planning and resource allocation, we ensure that each family receives the support and assistance they need while maximizing the impact of our program funds. Lastly, we have midpoint and exit surveys with qualitative questions answered by each participant answering questions about their experience with our program.

Within six months, we will serve 35+ households with intensive case management, anticipating the ability to serve an additional 10-12 families from the waiting list or referral system; since current caseloads are at 20 for each case manager, we are anticipating full services for 35 households within the duration of this grant period. For example, in 2024, we served 90 people in one year, 36 adults ages 18-64 and 54 children under age 17: including 3 American Indian/Alaskan Native who had Spokane Tribe affiliation or membership, 22 Black/African American, 19 Hispanic or Latino/a/x—including Mexican and Peruvian, 12 Middle Eastern/Northern African, including specifically Syrian and Afghanistan, 18 Native

Hawaiian/Pacific Islander/Pasifika—including Marshallese, and 16 white identifying. 20% of participants identify as community members with disabilities.

To illustrate with an example, one family with a single parent of three children joined our program in November 2023 through June 2024. Initially, this single mother owed \$19,272 in rent to their landlord. The ZONE paid \$7,200 toward her rent and helped her to set up a payment plan of \$472 per month towards the back owed rent. When the case manager learned that she was struggling to make the back payments toward rent, Lavonnie connected her to the Carl Maxey Center and upon exit of the program we were able to get the back rent paid in its entirety. This mother completed 7 referrals to partner agencies and Lavonnie was able to connect her daughter with employment opportunities as well. In this household, mom began with an income of \$1600 per month, my midpoint, was earning \$3951, and upon exit of the program was earning \$5068. In addition to the direct disbursement of rent arrears, we paid the participant to get her car registered and connected her to Northwest Justice Projects for support in housing discrimination. Upon starting our program, this parent had \$0 savings account and upon exit it was \$225. She had \$15 in checking at the inception of the program, and \$450 at the end. She received financial coaching, case management, and support to help advocate for herself with her landlord as a single mom and woman of color.

Another example was our case work with an immigrant refugee family of six. This family began case management with The ZONE in February 2024 through November 2024. At the start, this family owed \$1500 in rent and lived in a house that they said was very unsafe for their children and located downtown. They felt panicked that they could not pay for rent as they only received \$1000 in TANF each month for income. The father needed a job and Lavonnie was able to advocate and get the father hired with the City of Spokane in Parks and Recreation, starting at \$18/hour in the first month of case management. This family was then able to move into a house within their children's school and we worked with another agency to pay the first month, last month, and deposit for them. At this time, we were also able to get them a Section 8 Housing Voucher by September 30, 2024. For this family, the starting income was \$1009, by the midpoint it had increased to \$2603, and exit with earning \$3360 per month. Rent went from \$1600 per month to \$700 per month. Benefits assistance including connection to EBT food benefits, Section 8 housing voucher, which began at \$1000 and exited with \$1780 in benefits per month. For this family, the beginning savings was \$0, the midpoint savings was \$75, and the

exit savings account balance was \$450. This family was able to purchase a car to transform their transportation situation with case management as well.

5. Please describe how your project will document program eligibility:

The documentation process begins with our Eviction Prevention/Housing Stability intake link, shared directly to potential clients through our partners in schools, staff, agencies, community referrals, QR code/weblink/brochures, and ZONE Resident Steering Committee referrals. This evidence-based housing assessment tool helps us know if the household is eligible for HUD, Spokane Housing Authority, and CHHS Coordinated Entry.

Once eligible for our program, Amanda/Lavonnie will call and do an additional phone call to explain how our program works, goal setting, financial coaching, and resource referrals. We currently have a waiting list of families and could take on additional clients with additional resources. Our work supports families staying in their homes, building generational wealth, and connections to social determinants of health and economic pathways out of poverty for families facing financial hardship due to a variety of circumstances.

Household goals and renting/mortgage situations vary depending on cultural background, language barriers, education, work experience, systemic barriers, abuse and/or poverty. However, once paired with a case manager and working on their plans, we connect people with services, benefits, healthcare, job coaching, employment, goal setting, and community service. When needed, case managers will support clients with computer-required tasks and support digital literacy across cultures with translation and at times interpretations services.

The ZONE partnered with immigrant and refugee serving organizations to create multi-lingual messaging and materials specifically to outreach to Arabic, Marshallese, Dari, Spanish, and Russian speaking residents through our partnership programs. Thus, our team members source resources as needed and if English is not their first language, their heritage is viewed as a strength and not a barrier to being part of our Eviction Prevention Program.

In our program, challenges have emerged affecting all families. Immigrant families' challenges are exacerbated by language and gaps in services. Other barriers are a scarcity of affordable housing suitable for multigenerational living, and limited resources. Moreover, the soaring cost of living, especially for essentials like water, sewer, and garbage monthly bills, and housing, grocery, and gas prices surpass available subsidies, intensifying financial strain. However, some proactive measures have addressed these obstacles. The introduction of Boost Lingo services over the past two years has significantly eased language barriers, ensuring effective communication and access to case management support. Despite these challenges, our commitment to innovation and adaptability remains steadfast as we strive to provide comprehensive assistance to all families, including all marginalized families, in their journey toward stability.

6. Describe the experience/qualifications required by your staff for financial report preparation, management, and frontline positions:

The Northeast Community Center Association has a long history of managing public funds and accepts the fiduciary responsibility to see that taxpayers' money is used appropriately and

ensures proper accountability from the recipients of its awards. The Center conducts an annual audit with no noted deficiencies. NECCA assumes full responsibility for the conduct of project activities and becomes accountable for meeting local, state and federal standards in the areas of financial management, internal controls, audit, wage requirements and reporting.

The ZONE will support two full-time Housing Stability Case Managers employed currently. Our Better Health Together funding ends in four months, Q2 2025. Thus, funding the first six months of our ZONE Eviction Prevention Program would allow us to manage the waiting list with connection to a case manager, and recruit more participants to reduce housing insecurity across Northeast Spokane with measurable results within the six-month period.

All financial reporting is managed by the NECCA/NECC Executive Director, David Richardson in collaboration with Associate Director, Jene Ray, who directs The ZONE. NECCA has clean annual audits with support from Human Resources/Accounting staff and has a record for responsible fiscal management with streamlined internal protocols for accounting such as when distributing check requests, gift cards, and reimbursement/travel reports.

Both Amanda Randall and Lavonnie Mcmanus have successfully completed certification as financial coaches through LISC (Local Initiatives Support Corporation). This training equips them with the skills and knowledge necessary to provide personalized financial guidance and support for our Eviction Prevention Program participants. Additionally, our collaboration with LISC has enabled us to become a recognized Financial Opportunity Center, further enhancing our ability to empower individuals and families towards financial stability.

Team members, such as Community Initiatives Manager, Jeremiah Johnson also manages specific grant program budgets for the community partners we serve with training(s) and youth programming data support through The Ballmer Group (enrolled in Gonzaga University Design Thinking course). Additional management is provided by Stephanie Watson, Grants and Foundation Relations Manager coordinating partnerships and funding for programs on housing, youth programming, and neighborhood connectivity in The ZONE and capital projects in the neighborhoods we serve.

Frontline positions for our Eviction Prevention and Housing Stability Program include Amanda Randall and Lavonnie Mcmanus who manage casework and a typical caseload of 20 clients/households at one time. Additionally, Mandie L.C. Norman is our Employment and Resource Navigator and works with the Better Health Together (BHT) referral system and connects with people that drop in to NECC looking for help. Aretha Red Thunder manages our Coffee to Careers program with Next Generation Zone at Jean's Beans and works with youth ages 16-24 with our job training program. Continued training funding will be made available for staff to further their education and knowledge.

7. Please describe how your organization interacts and collaborates with Coordinated Entry

The ZONE has a robust family referral system, with staff in 10 schools and 10 agencies here on site, referring to current clients who express needing this support to us. Referral sources are established through CHAS, Spokane Public Schools and neighborhood schools, Akin (formerly Children's Home Society), and NECC (formerly Spokane Housing Authority Section 8 voucher recipients), and maintains a waiting list for those who are eligible for our programs.

NECC has been a “Navigation Center for Decades” mapping community resources, providing warm referrals and developing programs and services to meet unmet needs because we are in touch with our community. The Hillyard Community Campus and MultiCare Behavioral Health Center are examples of stated resident need becoming a reality and part of a cohesive network.

Once in our Eviction Prevention program, we encourage coordinated hand-offs and referrals through Better Health Together as well as at NECC front desk. When a family is not in our service area and/or not eligible for our programs due to not having children in ZONE schools, we still make referrals to partners such as Spokane Neighborhood Action Partners, Family Promise of Spokane, and Catholic Charities of Eastern Washington.

The ZONE Resident Steering Committee includes members from the Neighborhood Councils and staff who cross-pollinate information and encourage participation in local meetings, Community Assembly, and Organizations of Northeast Spokane (ONES).

While we used to case manage households through CMIS, the inability of city staff to update programs, reports, etc. made it unmanageable to pull data out required for continued funding. We offered funding for contractors to support, which was not utilized for CMIS either. Thus, we created our own referral system in PlanStreet. However, we are willing to re-engage this platform and our staff has previous experience there.

Our current program tracks referrals to external partners in PlanStreet across social determinants of health. For example, we made 122 completed referrals to external partners that were tracked last year.

- Partners include food partners such as: Second Harvest, Women and Children’s Free Restaurant, Latinos en Spokane (Mercadito), Hispanic Business Professional Association (HPBA- Cosechando Esperanza), Growing Neighbors, Salvation Army Food Bank, and Meals on Wheels;
- Transportation partners such as Spokane Transit Authority, Paratransist, Special Mobility Services, and Spokane Regional Transportation Council for future planning and connectivity for our Northeast neighborhoods;
- Medical and mental health partners such as Unify, MultiCare Behavioral Health Clinic, CHAS, Spokane Teaching Clinic, Planned Parenthood, Revive Counseling, National Alliance for Mental Illness (NAMI Spokane), Compassionate Addiction Treatment Underinsured Healthcare Funding, and Peer Spokane;
- Employment/Education partners such as: WorkSource, Next Generation Zone, Gonzaga University leadership programs, Spokane Community College Adult Learning Center GED and ESL programs, Community Minded Enterprises for Plan to Work Program for Social Security Disability participants and local employers such as Jubilant HollisterStier and the Northeast Public Development Authority;
- Childcare partnerships with ECEAP, Head Start, North East Youth Center, and If You Could Save Just One.

Partnerships with other housing programs within the area will also occur with Centralized Diversion Program (CDF) and Youth Homelessness Prevention and Diversion Fund (HPDF). The Northeast Community Center (NECC) was a Spokane Housing Authority (SHA) Section 8

voucher program referral partner (and will resume diversion funding if/when it resumes with HUD).

Participants who seek to become first time home buyers will receive preferred partnership with Numerica Credit Union through the City of Spokane ARPA First Time Homebuyer Program or Canopy Credit Union. Youth who are renting and/or on their own (ages 18-24) will be connected to Next Generation Zone and ZONE Resource Navigator and Employment Specialists.

For example, a participant who experienced homelessness with her two children five years ago has maintained housing and employment since 2019 and accessed a full ride scholarship through her employer, empowering her to work toward her PhD. Her son is attending college now on the west side of Washington and her daughter is doing a paid internship through NEWTech. She and her daughter accessed FAFSA assistance through NECC and her daughter has already received a full ride scholarship at the University of Washington. Together we are closing gaps, expanding services, and developing resources with increased coordination across our partner networks.

Budget Narrative

Applicants are required to complete and submit a Summary Budget Workbook that outlines the costs of operations of the proposal. The Summary Budget Workbook must have an accompanying budget narrative and justification that provides the total amount for implementation of the project. If multiple agencies will be partnering on this proposal, provide a cost breakdown of the expenses that will be incurred by each individual agency.

In a budget narrative below, please explain how the requested funds will be used to support the proposed service. For each line item listed with a dollar figure (except expense category subtotals), provide a brief narrative detailing: (a) how the item relates to the proposed service and (b) the method used to determine the cost. The budget narrative should be laid out in the same format relative to the budget categories as provided in the budget worksheet and provide information regarding the basis of estimation for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization’s policy, payroll document, and vendor quotes, etc.). Full guidelines for eligible expenses are located here <https://deptofcommerce.app.box.com/s/9z5u4yiy7w1d19wrch6mhkeedt0o0h08>

Rent Payments

Monthly rent, rental arrears as described in SDG guidelines

The ZONE is budgeting \$75,000 for direct disbursements to our participants that meet the System Demonstration Grant (SDG) guidelines and are at or below 80% AMI. This anticipated is a maximum average direct disbursement of \$7,500 allotted for each household.

\$75,000 Direct disbursement to eviction program participants

Operations

Salaries and Benefits for staff costs directly attributable to the program, including but not limited to program staff, information technology staff, human resources staff, bookkeeping staff, and accounting staff:

Salaries and benefits for Eviction Prevention staff over the six-month duration is estimated at \$59,302 for housing program full-time staff, \$29,800 for resource and employment navigation staff (20% time contributing to Eviction Prevention supports), and \$10,000 for outreach, marketing and communications staff (20% of Marketing and Communications Specialist). Additionally, we are budgeting \$15,000 for technical assistance with Urbanova and/or technical consultants.

\$59,302	Program staff salaries and benefits – (2) Eviction Prevention Case Managers
\$29,800	Resource navigation and employment supports – 20% of two team members
\$10,000	Outreach, marketing, and communications staff – 20% of specialist role
\$15,000	Technical assistance – Urbanova and/or technical consulting
\$3,000	Trainings/Certifications
\$1,800	Equipment/supplies
\$2,500	Incentive - gift cards

Office space, utilities, supplies, phone, internet, and training related to grant management and/or service delivery.

The ZONE’s backbone partner NECCA is providing in-kind donated overhead toward this project including office space, utilities, supplies, phone, internet, accounting, human resources, operations, and administration.

Indirect Administration (not to exceed 15% of eligible expenses)

\$196,402 is our total program budget for 6 months, not including the in-kind donations provided by NECCA, thus we are glad to include a 15% indirect rate agreement in the amount of \$29,460.30 for NECCA and overhead expenses.

Thus, our entire proposal requests \$225,862.30.

Thank you for your time and kind consideration of the impact of our proposal, and the ripple effect of our work in the community. As a disclaimer, we would like to be a partner with the City of Spokane on Eviction Prevention and we could do more or less case management depending on funds available. We could make adjustments to this program budget if additional spending is available before June 2025 or scale back additional households served if less funding is available.

Required Attachments

A Risk Assessment is required for each RFP. Please include a completed Eviction Prevention Risk Assessment along with the application budget and narrative.

The following items are required, unless you have submitted valid copies within past six-months and are currently under contract with the City:

- 1. Business license**
- 2. Certificate of insurance**
- 3. Copy of most recent financial audit (as applicable)**

Homeless Service Provider Community Call 1/6/2025

Attendees: Mackenzie Driscoll, Kira Lewis, Betsy Bertelsen, Chelsa McDaniel, Tammy Meyers, Erin Whitehead, Dr. Velazquez, Angela Amos, Tracie Nunez, Gregg Sealey, Iryna Gusarenko, Toni Burke, Heather Baker, Leona Flowers, Zach Smith-Williams, Arielle Anderson, Aziz Rahmaty

Meeting on 1/20 is cancelled due to Martin Luther King Day

Epi Update from Betsy (SRHD)

- Family Promise Covid outbreak is closed
- No current outbreaks in shelters
- Rise in respiratory illness in Spokane County over the past few weeks
 - Increase in RSV and influenza
 - First flu death reported by SRHD last week

ID Client Summary presentation from Tammy (SRHD)

- SRHD received a grant from Dept. of Commerce for IDs for people experiencing homelessness
- Please see attached slide deck

Shigella/shigellosis Refresher from Erin (SRHD)

- Spokane has had a small uptick in shigella cases community-wide
- Please see attached slide deck

ID Client Summary

SRHD ID Service Project | Tammy Meyers | 01/06/24

The background features a stylized illustration of two hands, one on the left and one on the right, rendered in a dark teal color. The hands are positioned as if holding a large, light blue rectangular card. The background is composed of various shades of teal and light blue, with geometric shapes and layered paper effects.

Agenda

- Overall Service Summary
- ID Document Breakdown
- Common Client Demographics
- Service Mapping
- Return Client Review
- When Clients Return

Overall Service Summary



Served **853** Unique Clients



Served **134** Return Clients



Facilitated **1,150** ID Documents (i.e., Driver Licenses)



Total cost, since 09/08/2023, is **\$23,753.28**



ID Document Breakdown

897 Washington
ID Cards
(78%)

138 Driver
Licenses
(12%)

114 In and Out-
of-State Birth
Certificates
(9.91%)

1 Tribal ID
(0.09%)



Common Client Demographics



71.52% of Clients are White



84.83% of Clients are Non-Hispanic



63% of Clients are Male



31.44% of Clients are aged 30 – 39



Common Client Shelter Status



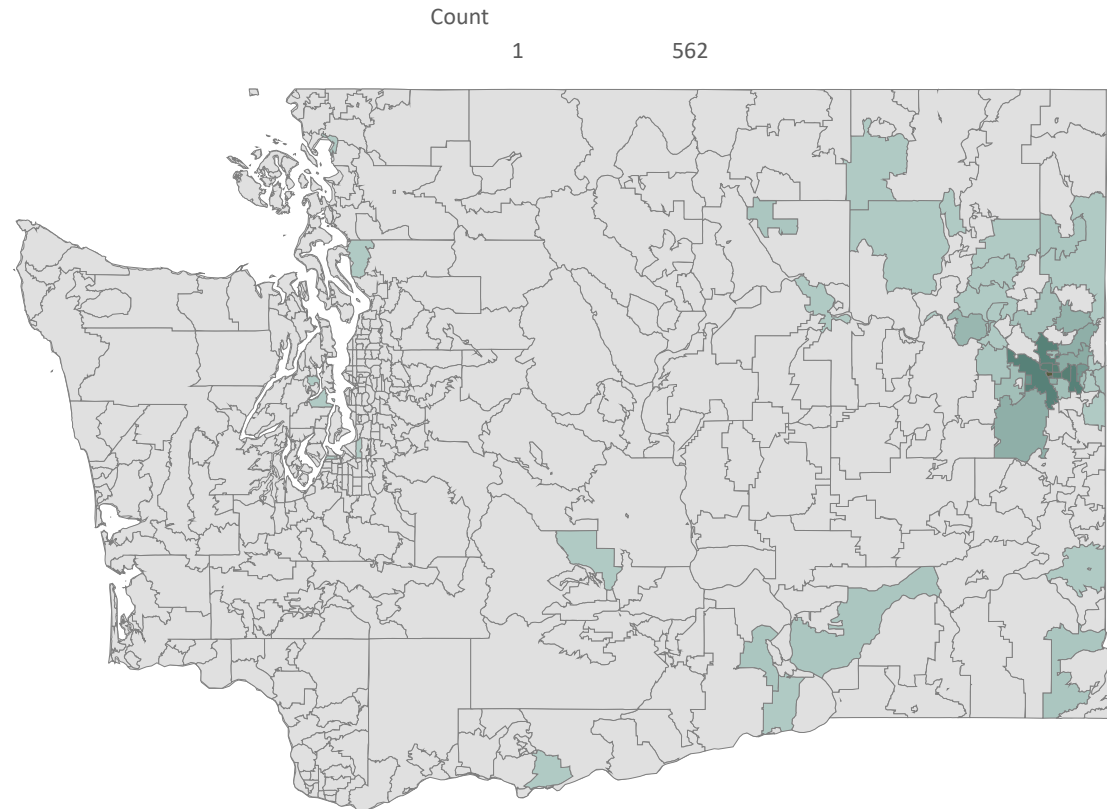
60.15% of Clients are sheltered at time of service



29.67% of Clients camped 7 days prior to service

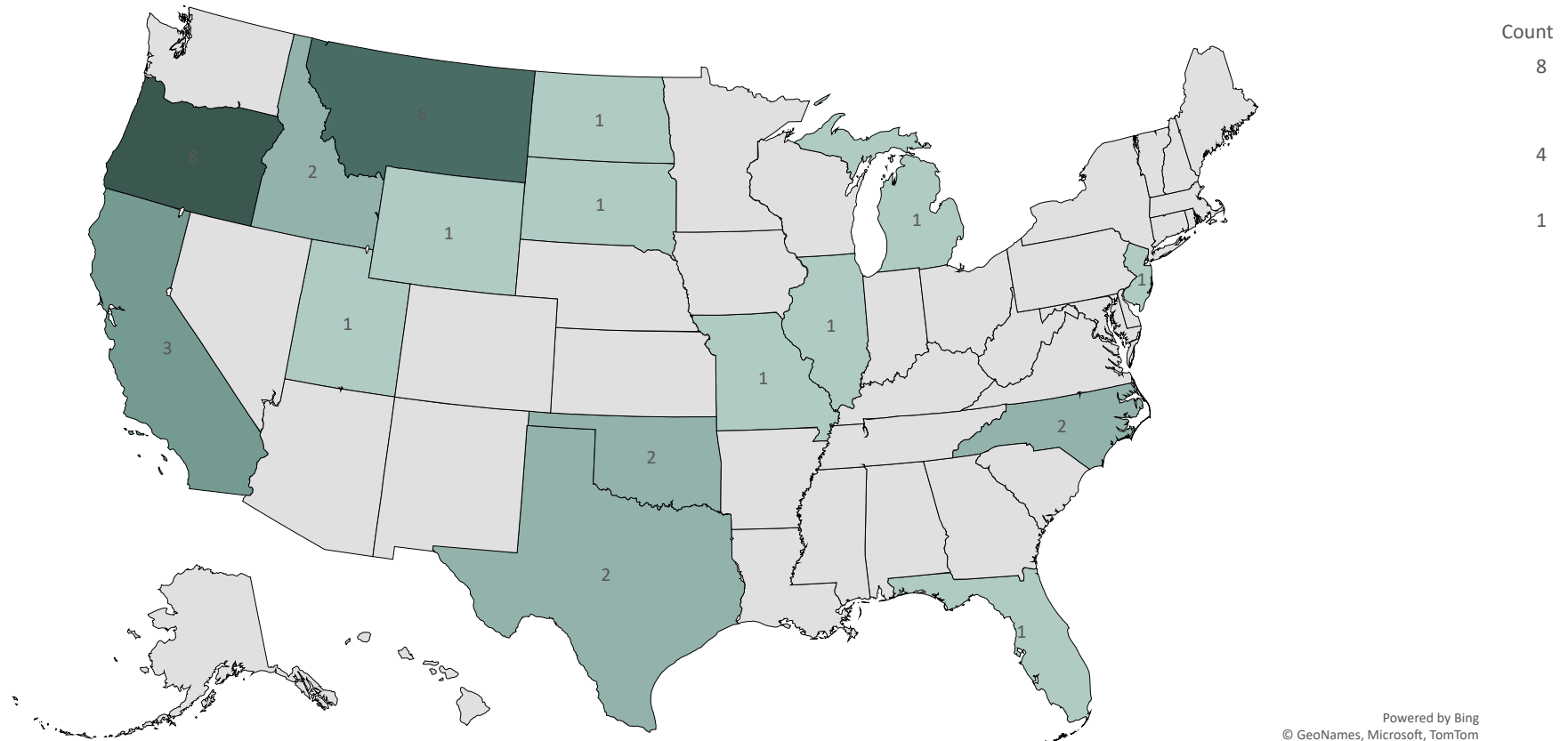
In-State Service

In-State ID Documents | n = 1092 | 12/26/24



Out-of-State Service

Out-of-State Birth Certificates | n = 34 | 12/26/24



After Initial Service:

- 134 Clients returned once
- 25 Clients returned twice
- 6 Clients returned three times
- 1 Client returned four times

Demographics:

- 73.62% are White
- 88.75% are Non-Hispanic
 - 67.28% are Male
- 31.41% are aged 40 – 49

44.58% of Return Clients reported to have camped in the last 7 days prior to service.

Return Client Review



When Clients Return...

78.05% of Clients needed the **same** document as initial service.


Ex:
Initial = WA ID Card
Return = WA ID Card

20.73% of Clients needed **one different document** compared to initial service.

Ex:
Initial = WA ID Card
Return = Birth Cert.

1.22% of Clients needed **two different documents** compared to initial service.

Ex:
Initial = WA ID Card
Return = Birth Cert. AND
Driver License

An aerial photograph of a city street grid, showing a dense pattern of buildings and streets. The image is overlaid with a semi-transparent yellow filter. A white rectangular box is centered on the image, containing the text.

Thank you! Questions?

tmeyers@srhd.org

Shigellosis



Agenda

- Situation update
- Signs and symptoms
- Transmission
- Working with public health/measures to take
- Helping a resident with shigellosis

Situation Update



This page is intentionally left blank , as the situation is changing rapidly. Updates should be provided in real-time at the time of the presentation.

What is Shigella?

- Bacteria ingested that causes:
 - Diarrhea
 - May have blood, mucus, or pus
 - Fever
 - Abdominal pain
 - Nausea or vomiting
 - Urgency
 - Can be asymptomatic, but not very uncommon
- More severe in the very young and elderly, or people with other health conditions
- Different “species” – 2 common types both seen in Spokane

How is Shigella spread?



Fecal-oral transmission
(very small dose)

- Person-to-person
- Sexual contact
- Fecally contaminated objects
- Contaminated food or water

- Typically, symptoms start 1-4 days after exposure and usually last 3-10 days.
- Contagious for days to weeks (shedding in feces 2 weeks after symptoms end)

Measures to take

Report to SRHD

[Congregate Residential Rapid Test Reporting Form \(office.com\)](#)

Hand Washing

Please encourage hand washing (attention to fingernails)!

Have ABHS available!

Wash before you eat!

*also, no sharing cigarettes – see resource slide for poster

Cleaning & Disinfection

Gloves/gown for cleaning of any body fluid – see resource slide for clean up guidance

Dwell times for EPA registered disinfectants

Food Safety

No one doing food service with illness (test to return, etc.)

No self-serve except individually packaged items

Keep in Touch

cdepi@srhd.org

Attend this meeting

If there is concern for transmission in the shelter, walk through of site

Helping a resident/patron with Shigellosis



- Fluid and electrolytes
- Quick and easy access to the restroom
- Separate restroom, if possible
- Reinforce hand-washing - personal hand sanitizer
- Isolation while having diarrhea
- Enhanced cleaning and disinfection
- Notify others to let you know if they are symptomatic
- Launder individually if contaminated (wear gloves, gown, mask, eye protection). Use bleach

Links and resources

Web links

[Shigellosis Among People Experiencing Homelessness | Shigella – Shigellosis | CDC](#)

[When and How to Wash Your Hands | Handwashing | CDC](#)

Posters

[Poster-Dont-Share-Cigarettes.pdf](#)
[18_294579-A_Robinson_Shigella_Infographic1_v10.indd \(cdc.gov\)](#)
[Fact Sheets | Shigella – Shigellosis | CDC](#)

Cleaning and Disinfecting

[Appendix D: Linen and Laundry Management | Environmental Cleaning in RLS | HAI | CDC](#)

[Selected EPA-Registered Disinfectants | US EPA](#)

[333-285.docx \(live.com\)](#)
diarrhea and vomit clean-up toolkit



Thank you!!!!