



COMMUNITY, HOUSING AND
HUMAN SERVICES DEPARTMENT
808 W. SPOKANE FALLS BLVD
SPOKANE, WA 99201

COMMUNITY, HOUSING AND HUMAN SERVICES (CHHS) DEPARTMENT

FUNDING NOTICE

2016 HOMELESS HOUSING OPERATIONS AND SERVICES RFP



Washington State Department of Commerce Consolidated Homeless Grant Program (CHG)

City of Spokane Homeless Housing Assistance Act Funds (HHAA)

Department of Housing and Urban Development Emergency Solutions Grant (ESG)

City of Spokane Human Services Grant Program (HSG)

Emergency Shelter Operations and Staffing, Transitional Housing Operations and Staffing, Rental Assistance for Homeless Households, Support Services for Permanent Housing, Coordinated Assessment, Diversion Projects, Homeless Outreach Projects, and Housing and Essential Needs Program.

August 14, 2015

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CHHS CONTACT INFORMATION

Department

Community, Housing and Human Services Department
808 W. Spokane Falls Blvd
Spokane, WA 99026
509.625.6325
<http://spokanechhs.org>

RFP Coordinator: Sheila Morley, Homeless and Human Services Program Manager
(509) 625-6052

For email inquiries, please use CHHSRFP@spokanecity.org

Interested applicants are encouraged to contact us with questions or for technical assistance. In addition, two technical assistance workshops will be held as indicated below. All applicants are highly encouraged to attend.

FUNDING ALLOCATION SCHEDULE

Friday	8/14/2015	Announce RFP on CHHS department website, http://spokanechhs.org , and by email distribution to the CHHS department Interested Parties List.
Tuesday	8/25/15	Technical Assistance workshop 1 – City Council Briefing Center (808 W. Spokane Falls Blvd- lower level) 10:00 am -12:00 pm
Wednesday	9/02/15	Technical Assistance workshop 2 – City Council Briefing Center (808 W. Spokane Falls Blvd- lower level) 2:00 pm – 4:00 pm
Friday	9/25/2015	Applications Due by 12:00 midnight PST. Late submittals will not be accepted.
Wednesday	11/4/2015	CHHS Board approval of award recommendations
Monday	11/16/2015	Anticipated City Council approval of recommendations (date subject to change)
Friday	1/1/2016	Program Year Begins
<i>*The City reserves the right to revise the above schedule. Changes to this schedule will be posted on the Community, Housing and Human Services Department website http://spokanechhs.org/</i>		

ABOUT THE FUNDING

The Homeless Housing, Operations, and Services RFP combines federal, state and local homeless and human services resources into a single grant opportunity. The RFP is designed to support an integrated system of housing assistance that can immediately address the need of a household or individual experiencing homelessness and connect them with the resources needed to end that homelessness episode. Funded projects will support Spokane's Strategic Plan to End Homelessness through innovative practices that limit barriers to entry and focus on permanent housing options for clients.

This RFP includes funding from four funding sources (CHG, HHAA, ESG and HSG described below) as described below:

City of Spokane Consolidated Homeless Grant

The City's Consolidated Homeless Grant (CHG) is designed to support an integrated system of housing assistance to prevent homelessness and quickly re-house households who are unsheltered. This grant provides resources to address the needs of people who are homeless or at-risk of homelessness, as described in the City of Spokane's Homeless Plan. Funding Sources for CHG are: Washington State Home Security Fund, Affordable Housing for All Fund, Transitional Housing Operating and Rent Account, Homeless Housing Program authorized by RCW 43.185C.

Housing and Urban Development Emergency Solutions Grant

HUD's Emergency Solutions Grant (ESG) provides funding to: (1) engage homeless individuals and families living on the street; (2) improve the number and quality of emergency shelters for homeless individuals and families; (3) help operate these shelters; (4) provide essential services to shelter residents, (5) rapidly re-house homeless individuals and families, and (6) prevent families/ individuals from becoming homeless. This grant program requires a 100% matching contribution.

City of Spokane Homeless Housing Assistance Act

The Homeless Housing Assistance Act (HHAA) was created in Washington State by Engrossed Second Substitute House Bill (ESSHB) 2163 on August 1, 2005. The law created a document recording fee on certain documents to be utilized by local jurisdictions to reduce homelessness. Grant funds are administered by the state and local governments. Eligible uses of the funds are broad as long as the program funded addresses homelessness through housing and/or services and aligns with the local homeless plan

City of Spokane Human Services Grant Program

The City of Spokane Human Services Grant (HSG) program is a local grant program funded through the City's general fund as determined by the City's annual budgeting process. Prioritized activities funded under this RFP include homeless shelters, domestic

violence shelter programs and other programs that address emergency needs. All activities must benefit the poor and infirm and operate within the City of Spokane.

ELIGIBLE PROJECT TYPES

Background:

Homelessness should be rare, brief and non-recurring. In order to achieve this for all persons experiencing homelessness our community must transform homeless services to crisis response systems that rapidly return people who experience homelessness to stable housing. All projects serving the homeless should be accessible to the population served and have low barriers to entry. Services should be informed by the value that all people experiencing homelessness are housing ready.

Emergency Shelter Operations and Staffing

Description:

Emergency shelters play a critical role in a crisis response system. Low barrier, permanent housing-focused shelters not only ensure individuals and families have a safe place to stay, but that their experience of homelessness is as brief as possible. Emergency shelters should ensure that they have no barriers to entry and have inclusive policies for all persons. In addition, emergency shelters should be housing-focused with case management targeted at reducing client's barriers to housing and connecting the household to housing options through Coordinated Assessment and other non-homeless housing programs.

Resources:

[A Strategic Plan for Addressing Adult Single Shelter Capacity](#)

Performance Measures:

- The change in percentage of stay-ers with income growth, including earned income and non-employment cash. Youth programs excluded.
- The change in percentage of leavers with income growth, including earned income and non-employment cash. Youth programs excluded.
- The change in the average and median length of time persons are homeless in Emergency Shelter.
- The change in exits to permanent housing destinations.

Eligible Expenses:

Please reference Appendix A- Eligible Expenses for detail on allowable activities.

Ineligible Expenses:

- Replacement or operating reserves
-

Transitional Housing Operations and Staffing

Description:

Transitional housing can be an effective tool for addressing certain needs such as housing for homeless youth who are unable to sign a lease, safety for persons fleeing domestic violence and assistance with recovery from addiction. As part of a crisis response system, transitional housing programs should serve populations proven to be successful with this intervention; have reduced barriers to entry; and policies that ensure client- driven housing stabilization.

Resources:

[SNAPS Weekly Focus: What about Transitional Housing?](#)

Performance Measures:

- The change in the average and median length of time persons are homeless in Transitional Housing.
- The change in percentage of stay-ers with income growth, including earned income and non-employment cash. Youth programs excluded.
- The change in percentage of leavers with income growth, including earned income and non-employment cash. Youth programs excluded.
- The change in exits to permanent housing destinations.

Eligible Expenses:

Please reference Appendix A- Eligible Expenses for detail on allowable activities.

Ineligible Activities:

- Replacement or operating reserves
-

Rental Assistance for Homeless Households

Description:

Rapid re-housing is designed to assist homeless individuals and families, with or without disability, to move into permanent housing within twenty (20) days of being referred from Coordinated Assessment and achieve stability in that housing. Assistance provided through rapid re-housing should focus on progressive engagement methodology and be client-centered. Once clients have been housed, rapid re-housing providers should stay

connected with them and provide a safety-net, if needed, that promotes long-term housing stability and reduces returns to the homeless system.

Resources:

Rapid Re-Housing for Singles: [Rapid Rehousing: A Best Practice Intervention for Single Adults](#)

Rapid Re-Housing and Employment: [Employment and Housing Go Hand-in-Hand: Removing Barriers and Creating Employment Opportunities](#)

Core Components: [Core components of Rapid Re-Housing](#)

Performance Measures:

- The change in percentage of stay-ers with income growth, including earned income and non-employment cash.
- The change in percentage of leavers with income growth, including earned income and non-employment cash.
- The change in households who exit to permanent housing destinations.
- Percentage of households exiting to permanent housing destinations who return to homelessness. Measured at <6 months, 6-12 months, 13-24 months, 2+ years.
- The number of days from Coordinated Entry referral to Housing Placement.

Eligible Expenses:

Please reference Appendix A- Eligible Expenses for detail on allowable activities.

Ineligible Activities:

- CHG rent and rent/utility assistance in combination with CHG-funded facility support.
- More than 24 months of rent and utility assistance.
- Transportation costs for household members (e.g. bus, train and airplane tickets) related to initial move-in or for any subsequent moves.
- Furniture.
- Pet Deposits. Note: It is an unfair practice for a landlord to charge a tenant with a disability using a dog guide or service animal a pet deposit in addition to any standard cleaning or damage deposit charged to all tenants. (WAC 162-38-100)
- Phone, cable, satellite or internet deposits or services.
- Mortgage assistance

Support Services for Permanent Housing

Description:

Support Services for Permanent Housing can include support for an existing Permanent Supportive Housing Project or services to support participants in obtaining and stabilizing in Permanent Housing, including the activities of housing search and stabilization. These projects should have minimal barriers to entry, provide on-site services and prioritize the most vulnerable homeless households. Support services should be informed by harm reduction and employ flexible and creative person-centered services to ensure continued housing stabilization. Services should be available and encouraged but cannot be required as a condition of tenancy. There should be ongoing communication and coordination between supportive service providers, property owners or managers and housing subsidy programs.

Resources:

Harm Reduction: [Practical Harm Reduction Strategies](#)

[Now Your Client is Housed What's Next: A Journey from Survival to Living DESC](#)

Performance Measures:

- The change in percentage of stay-ers with income growth including earned income and non-employment cash.
- The change in percentage of leavers with income growth including earned income and non-employment cash.
- The change in households who exit to or retain permanent housing.

Eligible Expenses:

Please reference Appendix A- Eligible Expenses for detail on allowable activities.

Homeless Outreach Projects

Description:

Outreach should be highly accessible to the unsheltered homeless population and focused on engaging homeless individuals who are not connecting with other services. The outreach team should employ strategies of “aggressive engagement” and work to reframe the possibility of housing. The outreach team will target the unsheltered homeless population regardless of mental health diagnosis, engagement in treatment or engagement in any other mainstream resources. Preference will be given to outreach projects that can show how they will connect and participate in the local SOAR initiative.

Resources:

[Outreach & Engagement: From the Streets to Housing](#)

Performance Measures:

- The number of exits from street outreach to temporary destinations and some institutional destinations (excluding a place not meant for human habitation).
- The number of exits to permanent housing destinations.
- Percentage of persons enrolled with long length of homelessness.

Eligible Expenses:

Please reference Appendix A- Eligible Expenses for detail on allowable activities.

Coordinated Assessment Projects

Description:

Coordinated Assessment (CA) refers to the Continuum wide effort to provide a real time response to households in a housing crisis. Successful CA projects will treat the process as an opportunity to explore a household's current housing crisis and be creative about housing options, including exploring every available resource a household might have to stay housed or move directly to other housing.

For households that have no alternative to entering the homeless system, the CA sites will assess vulnerability of the homeless households and connect them to the appropriate housing resource based upon level of need. The goal of CA is to provide each homeless household with the services and supports needed to rapidly return them to permanent housing. Key components of CA include housing first, client choice, collaboration between community partners, data quality, performance and data driven decision making and prioritization of chronically homeless households for permanent supportive housing. Spokane's Continuum of Care hopes to achieve the following through CA:

- Reduce "run around" for households experiencing homelessness;
- Reduce barriers for households experiencing homelessness to get into an appropriate housing placement;
- Prioritize the most vulnerable homeless households and connect them to the appropriate level of housing and support;
- Reduce the number of programs a household has to participate in before getting their needs met;

- Reduce new entries into homelessness through coordinated diversion and targeted prevention efforts;
- Eliminate the need for providers to manage waitlists, allowing them to focus primarily on providing services;
- Foster increased collaboration between providers and minimize duplication of services;

Resources:

[HUD Coordinated Assessment Policy Brief](#)

[Who Get's What? How Prioritization Works in Coordinated Entry](#)

[Taking Your Coordinated Entry to the Next Level](#)

To obtain a copy of the City of Spokane's Coordinated Assessment Policies and Procedures please contact the RFP Coordinator.

Performance Measures:

- Number of days between referral and Rapid Re-Housing Placement.
- Change in the number of persons becoming homeless for the first time.

Eligible Activities:

Please reference Appendix A- Eligible Expenses for detail on allowable activities.

Diversion Projects

Description:

Diversion is a strategy that prevents homelessness by helping households experiencing a housing crisis to preserve their current housing situation or make immediate alternative arrangement without having to enter the homeless system. Diversion programs should employ creative strategies, structured problem solving and support for households in crisis to resolve their current housing crisis. Successful diversion programs will treat the process as an opportunity to explore a household's current housing crisis and be creative about housing options, including exploring every available resource a household might have to stay housed or move directly to other housing.

Resources:

A9 Backed into a Corner: How Prevention & Diversion Methods Help End Homelessness when Community Resources Cannot. <http://wliha.org/conference/program>

Diversion Best Practice for Preventing Homelessness

Examples of Assistance Offered:

- Conflict resolution and mediation with landlords/friends/family.
- Connection to mainstream services.
- Housing Search Assistance.
- Housing stabilization planning.
- Limited financial assistance (excluding rental & deposit assistance).

Goals of Diversion:

- Improve system outcomes by reducing entries into homelessness.
- Conserve and target resources for households in the most need.
- Reduce long waitlists.

Performance Measures:

- Percent of households diverted that return to the homeless system.
- Change in persons becoming homeless for the 1st time.
- Higher or different needs/barriers among the sheltered population.

Eligible Expenses:

Please reference Appendix A- Eligible Expenses for detail on allowable activities.

Ineligible Activities:

- Rent Assistance
- Deposit Assistance

Housing and Essential Needs

Description:

HEN is designed to assist homeless individuals with disability to move as quickly as possible into permanent housing and achieve stability in that housing. Assistance provided through HEN should focus on progressive engagement methodology and be client-centered. HEN will implement a SOAR model to support participants on the ABD track in obtaining Social Security benefits. HEN should target funds for households that are literally homeless or at the most risk of becoming homeless using a standard targeted prevention tool. Once housed, HEN should stay connected with clients and

provide a safety-net, if needed, that promotes long term housing stability and reduces returns to homelessness.

Resources:

For additional information about the Housing and Essential Needs Program contact the RFP Coordinator.

Performance Measures:

- The change in percentage of stay-ers with income growth, including earned income and non-employment cash.
- The change in percentage of leavers with income growth, including earned income and non-employment cash.
- The change in exits to permanent housing destinations.
- The number of days from identified eligibility to housing placement.
- The percentage of clients receiving ABD extension services who exit to permanent housing destinations.

Eligible Expenses:

Please reference Appendix A- Eligible Expenses for detail on allowable activities.

Ineligible Activities:

- More than 24 months of rent and utility assistance.
- Transportation costs for household members (e.g. bus, train and airplane tickets) related to initial move-in or for any subsequent moves.
- Furniture
- Pet Deposits. Note: It is an unfair practice for a landlord to charge a tenant with a disability using a dog guide or service animal a pet deposit in addition to any standard cleaning or damage deposit charged to all tenants. (WAC 162-38-100)
- Phone, cable, satellite or internet deposits or services.
- Mortgage assistance
- Retailer or merchant gift cards, vouchers or certificates for a household to purchase personal health, hygiene and household cleaning supplies.

ELIGIBLE APPLICANTS

Eligible applicant/recipients include:

- Governmental entities serving within the City of Spokane
- Public and private nonprofit organizations – typically 501(c)(3)
- Faith based organizations

FUNDING PRIORITIES AND KEY ASSUMPTIONS

The Community, Housing and Human Services (CHHS) Board has established the following Vision and Mission Statement.

CHHS Board Vision Statement:

To provide opportunities that enhance the quality of life for Spokane's extremely low to moderate income populations.

CHHS Board Mission Statement:

To provide leadership and foster partnerships that support the City's investment in services, affordable housing and economic opportunities to foster the highest level of self-sufficiency and quality of life for Spokane's extremely low to moderate income households.

Successful applicants will demonstrate that their proposal meets one or more of the following goals, objectives and strategies listed in the *2015-2020 Strategic Plan to End Homelessness Spokane, Washington*. The plan document can found on the City of Spokane Community, Housing and Human Services website:

<https://static.spokanecity.org/documents/chhs/plans-reports/planning/2015-2020-strategic-plan-to-end-homelessness.pdf>

PRIMARY GOALS

Retool the homeless response system to:

- End Veteran homelessness by 2015
- End Chronic homelessness by 2017
- End Family homelessness by 2018

OBJECTIVES

1. Increase Leadership, Collaboration and Civic Engagement
 - a. Expand partnerships and create efficiencies by increasing coordination and integration
 - b. Advocate for state and federal legislation and financing

- c. Increase knowledge about homelessness and successful collaborations and interventions to prevent and end homelessness
 - d. Compile and disseminate research to increase best practices and cost-effectiveness
 - e. Increase capacity of delivery system
 - f. Reduce the criminalization of homelessness by defining constructive approaches
2. Increase Access to Stable and Affordable Housing
- a. Support affordable housing subsidies
 - b. Expand the supply of affordable rental units
 - c. Increase service-enriched permanent housing for individuals with high barriers
 - d. Implement a system-wide housing first philosophy and low-barrier housing
 - e. Prioritize and target those most vulnerable including veterans, chronic homeless, families and youth.
 - f. Create a pathway for those in Permanent Supportive Housing to move to affordable housing
 - g. Commit to ending veteran homelessness by 2015
 - h. Continue support for temporary housing that connects to Permanent Supportive Housing.
 - i. Develop strong landlord relations and explore landlord mitigation funds
3. Support effective pathways toward self-sufficiency and reduced financial vulnerability
- a. Improve coordination of employment programs with homeless assistance programs
 - b. Improve access to mainstream programs and services and increase the percentage of homeless housing participants obtaining non-cash mainstream benefits
 - c. Identify and implement best practices, including supportive employment and client-tailored wrap around services
 - d. Increase the percentage of homeless housing participants who increase employment income
 - e. Increase access to education, educational outcomes and living wage jobs
4. Transform homeless services to crisis response systems leading to improved health and safety
- a. Institute system-wide partnerships and best practice models
 - b. Increase successful service delivery for in-home service
 - c. Promote outreach to high utilizers of system resources
 - d. Institute rapid re-housing as a strategic tool to end family homelessness
 - e. Utilize data-driven systems

- f. Explore using flexible funds for meeting unique and multiples needs of individuals/families to prevent homeless or stabilize them
- 5. Advance health and housing stability for youth experiencing homelessness, including unaccompanied homeless youth and youth aging out of systems such as foster care and juvenile justice.
 - a. Improve discharge planning from foster care and juvenile justice
 - b. Increase housing resources and remove barriers
 - c. Promote outreach to youth who may be high utilizers of system resources
 - d. Improve resources for unaccompanied youth
 - e. Improve the count of homeless youth

THE FOLLOWING KEY ASSUMPTIONS ARE INCORPORATED IN THIS FUNDING NOTICE:

- Projects that are able to leverage Medicaid funding for services linked to housing may be reduced in the future;
- Projects are expected to leverage all other mainstream system resources, including education/employment, healthcare, etc.;
- Projects will demonstrate Housing First practices (low admission criteria);
- Projects funded to provide Rapid Re-housing will work collaboratively with the Coordinated Assessment to ensure streamline processes that will result in household's homeless episode ending in 20 days or less;
- Projects funded for Coordinated Assessment will work collaboratively with the Rapid Re-housing providers to ensure streamline processes that will result clients household's homeless episode ending in twenty (20) days or less;
- Projects providing or supporting permanent housing will ensure that client assessments are completed in the timeline and method detailed in the contract;
- Projects will ensure culturally appropriate and responsive services;
- Projects will gear their program models to a "move up strategy" valuing recovery and graduation from housing units with intensive services;
- Projects will collect data and enter records into the City Homeless Management Information System (HMIS) for every client served. HMIS data collection and entry will be in accordance with applicable HMIS data standards and guidelines HMIS data for any given month will be entered and accurate no later than the 5th day of the following month;
- Projects will participate in Coordinated Assessment; and
- Projects will align with Spokane's Continuum of Care system-wide performance measures.

- All projects applying under this funding notice are expected to leverage operating and services funding from other sources to the maximum extent feasible including, but not limited to, such sources as HUD Continuum of Care, VA sources, Medicaid and private fundraising. If a Medicaid supportive housing benefit can be obtained and projects have the ability to leverage Medicaid funding for services linked to housing we anticipate reducing funding based on this ability to leverage funds.

PREFERENCE

A. preference will be given to projects providing services within the Target Investment Pilot (TIP) according to the Application and Review Rating Process.

FUNDS AVAILABLE & PERIOD OF PERFORMANCE

The City of Spokane estimates funding in order to start the grant application process; therefore, *funding amounts shown in the table below are **estimates***. If funders award a different amount to these programs than what was estimated, actual funding awards will be increased or decreased to accommodate the discrepancy. The minimum award amount will be \$10,000.

The period of performance is from 1/1/16 – 6/30/17 for all projects except Single Homeless Coordinated Assessment which will be from 1/1/16 – 12/31/16.

Consolidated Homeless Grant	\$950,000
City Homeless Housing Assistance Act	\$1,600,000
Emergency Solutions Grant- 2016	\$262,000
Human Service Grant Fund	\$860,000
Housing and Essential Needs	\$4,000,000
Estimated Total in RFP	\$7,672,000

Estimated Allocations by Project Type

Emergency Shelter Operations and Staffing	\$405,000
Transitional Housing Operations and Staffing	\$367,000
Rental Assistance for Homeless HH with Children (RRH)	\$529,000
Rental Assistance for Homeless HH without children (adults and independent youth) RRH	\$345,000
Support Service for Permanent Housing	\$1,246,000
Homeless Outreach Services	\$220,000
Homeless Families Coordinated Assessment	\$270,000
Single Homeless Coordinated Assessment (period of performance 1/1/16 – 12/31/16)	\$90,000
Diversion Assistance	\$200,000
Housing and Essential Needs	\$4,000,000

APPLICATION DEADLINE

Applications will be open **August 17, 2015** on the Community, Housing and Human Services department website at <https://my.spokanecity.org/chhs/funding-opportunities/homeless-housing-services/>.

Application submission deadline is September 25, 2015 at 12:00 midnight

Applications submitted after this deadline will not be considered for funding.

It is the responsibility of the applicant to be sure the proposals are submitted ahead of time. Due to using an online technology system, applicants are encouraged to submit proposals in advance prior to the deadline.

The City of Spokane reserves the right to waive minor administrative irregularities.

APPLICATION INSTRUCTIONS

Paper copies of the application will not be accepted for this funding notice. All proposals must be submitted through the online ZoomGrants system.

Please follow the link below to access ZoomGrants and begin your application:

<https://zoomgrants.com/gprop.asp?donorid=2153>.

Once the website is loaded, begin filling out the “**New ZoomGrants Account**” section along the right hand side of the page. Be sure to select the box “**Organization**” when creating your new account.

After creating your login and while your browser is still at the website listed above, select “**Apply**” next to the appropriate RFP and begin filling out your application. In the future if you need to log-into your application(s) you can get in by going to www.ZoomGrants.com and place your login and password in the upper right hand corner.

If you are applying multiple times for different projects/requests log into your account and click on “**Available Programs**” near the City of Spokane logo in the upper left-hand corner of the page. A button shall appear below asking if you would like to “**Apply Again**”.

The ZoomGrants system requires that all questions are answered and all documents that are listed as “**Required**” are uploaded into the online application. Once you have fully answered the questions and uploaded the necessary documents select “Submit” prior to the deadline.

Additional information and help videos can be found at www.ZoomGrants.com/overview.asp or while logged into your account there is a link near your name on the upper right hand of the screen that is titled “**HELP**”. A demonstration video is available at <https://www.youtube.com/watch?v=4vKgUEcl6eA>.

If you need any help accessing ZoomGrants or the application, please contact Rob Crow at rcrow@spokanecity.org / (509) 625-6814.

The following attachments (located on the attachments page of the ZoomGrants application) are required:

- City of Spokane CHHS Applicant Pre-Award Risk Assessment. Complete once for the agency regardless of the number of projects proposed.
- The following **attachments must be included separately for each project**:
 - Supplemental Application Project.

- Proposed Performance Template.
- RFP Budget Worksheet.
- RFP Budget Narrative.

If you are partnering with another agency on this project, please detail that on question three of the General Questions. **Each agency in the partnership requesting funding must complete a separate application.** Please ensure the applications have the same project name. Please be concise in your responses and use nothing smaller than 11 point font. Answers to the General Questions should be no more than 2 pages in length and answers to the Project Specific Questions should be no more than 3 pages in length. No additional attachments will be accepted for this RFP.

APPLICATION ASSISTANCE

Technical Assistance sessions will be available as follows:

Tuesday, August 25th 10:00 - 12:00 at the City Council Briefing Center

Wednesday September 2nd 2:00 -4:00 at the City Council Briefing Center

Staff will review the contents of the funding notice, online application and address questions posed by attendees. Please refer to the CHHS website (<https://my.spokanecity.org/chhs/funding-opportunities/homeless-housing-services/>) for more information. Applicants are strongly advised to attend.

One-on-one technical assistance is available upon request. Please contact the CHHS Department at CHHSRFP@spokanecity.org or Sheila Morley by phone at (509) 625-6052 for questions regarding project eligibility, consolidation/prioritization of multiple needs, clarification of application questions, etc.

Frequently Asked Questions will be posted weekly on the CHHS Department website Funding Opportunities Tab- Homeless Housing and Services Tab.

HUD INCOME LIMITS

FY 2015 Income Limits Summary								
Persons in Family								
Income Limit Category	1	2	3	4	5	6	7	8
Extremely Low (≤30%)	\$13,550	\$15,930	\$20,090	\$24,250	\$28,410	\$32,570	\$36,730	\$40,890
Very Low (31% - 50%)	\$22,600	\$25,800	\$29,050	\$32,250	\$34,850	\$37,450	\$40,000	\$42,600
Low (51% - 80%)	\$36,150	\$41,300	\$46,450	\$51,600	\$55,750	\$59,900	\$64,000	\$68,150
Area Median Income: \$64,500								
This information can be found here: http://www.huduser.org/portal/datasets/il.html								

APPLICATION REVIEW AND RATING PROCESS

This is a competitive application process for limited funding; therefore, applications that meet all criteria are not guaranteed an award of funds. Successful applications may be funded for less than the total amount requested.

All applications will go through the following evaluation and review process:

1. Staff Assessment
 - a. Eligibility Determination
 - b. Risk Assessment (capacity to administer, current audit findings, etc.)
 - c. Due Diligence Review/Recommendations including Targeted Investment Determination
2. CHHS Evaluation and Review Committee
 - a. Review, score and rank all eligible applications. Preference for Targeted Investment Pilot will be added after initial ranking process.
 - b. In addition to the application the Committee will receive a project performance report for each currently funded project to be used as a component of the overall review.
 - c. Make funding recommendations to CHHS Board based on staff due diligence (including appropriate sources of funds and partial funding impacts)
3. CHHS Board
 - a. Consider funding recommendations made by the Evaluation and Review Committee
 - b. Forward funding recommendations to City Council for final approval
4. Funding Recommendations will go before the Spokane City Council. City Council has the final local decision making authority in regards to the allocation of funds.

The public is invited to provide testimony at this hearing on the proposed allocations.

5. The CHHS Board will host a public hearing in the Spring of 2016 for all HUD Action Plan grants (which includes ESG). The public is invited to provide testimony at this hearing on the proposed allocations.

6. Approved funding recommendations which include ESG funds will be posted on the CHHS Department website for a 30-day comment period prior to submission to HUD for as part of the Annual Action Plan.

NOTIFICATION TO APPLICANTS

After award recommendations have been determined, Applicants will be sent Intent to Award notification.

DEBRIEFING OF UNSUCCESSFUL APPLICANTS

Upon request, a debriefing conference will be scheduled with an unsuccessful Applicant. Discussion will be limited to a critique of the requesting Contractor's Application. Comparisons between Applications or evaluations of the other Applications will not be allowed. Debriefing conferences may be conducted in person or on the telephone.

APPEAL PROCEDURE

Applicants wishing to appeal the award of the contract must make their appeal to the City Administrator.

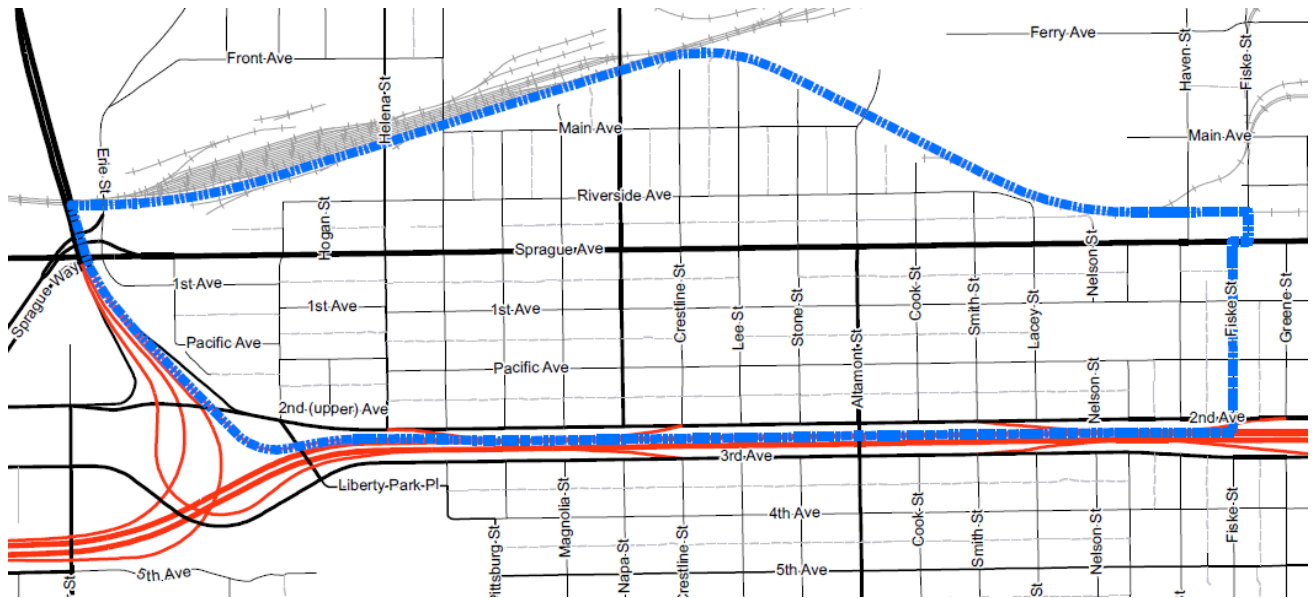
TARGETED INVESTMENT PILOT (TIP)

The goal of this project is to demonstrate that targeted investment of public dollars for housing, street and utility infrastructure, public safety and other efforts can lead to increased private investment and measurable, long-term economic vitality for Spokane neighborhoods.

Guiding Principals

- Optimize public investment in the East University District
- Showcase the unique qualities and benefits of the East University District
- Generate quality of life improvements and replace undesirable images with positive ones
- Respect the great work and foundation that has already been completed: Build upon and implement previous planning efforts

The TIP project area is located in the East Central Neighborhood between the Hamilton overpass (west) and Fisk (east). The north boundary is the rail road tracks and Interstate 90 to the south. The map below outlines the area of focus. More information can be obtained through the City's TIP website (<https://my.spokanecity.org/projects/tip/>).



GENERAL INFORMATION

PROPRIETARY INFORMATION / PUBLIC DISCLOSURE

Materials submitted in response to this competitive process shall become the property of the City.

All applications received shall remain confidential until the award of contract recommendation has been filed with the City Clerk for City Council action. Thereafter, the Applications shall be deemed public records as defined in RCW 42.17.250 to 42.17.340, "Public Records."

Any information in the application that the applicant desires to claim as proprietary and exempt from disclosure under the provisions of state law shall be clearly designated. Each page claimed to be exempt from disclosure must be clearly identified by the word "Confidential" printed on it. Marking the entire application exempt from disclosure will not be honored.

The City will consider an applicant's request for exemption from disclosure; however, the City will make a decision predicated upon state law and regulations. If any information is marked as proprietary in the application, it will not be made available until the affected applicant has been given an opportunity to seek a court injunction against the requested disclosure.

All requests for information should be directed to the RFP Coordinator.

REVISIONS TO THE RFP

In the event it becomes necessary to revise any part of this RFP, addenda will be posted on the Community, Housing and Human Services Department website. Applicants are encouraged to monitor the website for any changes and/or notifications.

The City also reserves the right to cancel or to reissue the RFP in whole or in part, prior to final award of a contract.

RESPONSIVENESS

All applications will be reviewed by the RFP Coordinator or designee to determine compliance with administrative requirements and instructions specified in this RFP. The applicant is specifically notified that failure to comply with any part of the RFP may result in rejection of the application as non-responsive.

The City reserves the right at its sole discretion to waive minor administrative irregularities.

MINORITY & WOMEN-OWNED BUSINESS PARTICIPATION

The City encourages participation in all of its contracts by firms certified by the Washington State Office of Minority and Women's Business Enterprises (OMWBE). Applicants may contact OMWBE at 360/753-9693 to obtain information on certified firms.

MOST FAVORABLE TERMS

The City reserves the right to make an award without further discussion of the application submitted. Therefore, the application should be submitted initially on the most favorable terms which the Contractor can propose. There will be no best and final offer procedure. The City does reserve the right to contact an applicant for clarification of its application.

CONTRACT TERMS

CITY OF SPOKANE BUSINESS LICENSE

Persons / firms doing business in the City or with the City must have a valid City of Spokane business license. Questions may be directed to the Taxes and Licenses Division at (509) 625-6070.

ANTI-KICKBACK

No officer or employee of the City of Spokane, having the power or duty to perform an official act or action related to contracts resulting from this RFP shall have or acquire any interest in the contract, or have solicited, accepted or granted a present or future gift, favor, service or other thing of value from or to any person involved in the contract.

ASSIGNMENT

Agency shall not assign, transfer or subcontract its interest, in whole or in part, without the written consent of the authorizing official for the City of Spokane.

NON-WAIVER

No delay or waiver, by either party, to exercise any contractual right shall be considered as a waiver of such right or any other right.

SEVERABILITY

In the event any provision of a resulting contract should become invalid, the rest of the contract shall remain in full force and effect.

DISPUTES

Any contract resulting from this RFP shall be performed under the laws of Washington State. Any litigation to enforce said contract or any of its provisions shall be brought in Spokane County, Washington.

NONDISCRIMINATION

No individual shall be excluded from participation in, denied the benefit of, subjected to discrimination under, or denied employment in the administration of or in connection with this agreement because of age, sex, race, color, religion, creed, marital status, familial status, sexual orientation including gender expression or gender identity, national origin, honorably discharged veteran or military status, the presence of any sensory, mental or physical disability, or use of a service animal by a person with disabilities.

LIABILITY

The applicant will be considered an independent contractor and the Agency, its officers, employees, agents or subcontractors shall not be considered to be employees or agents of the City. The Agency shall defend, indemnify and hold harmless the City from all loss, liability, damage, death or injury to any person or property arising from the performance or omission of the Agency, its agents or employees, arising directly or indirectly, as a consequence of this contract.

INTERNAL AUDITING CONTROL

The Agency shall establish and maintain a system of internal accounting control which compiles with applicable generally accepted accounting principles and governmental accounting and financial reporting standards. A copy of the Agency's most recent audited financial statement shall be kept on file in the Community, Housing and Human Services Department. The City has the right to supervise and audit the finances of the Agency to ensure that actual expenditures remain consistent with the spirit and intent of any contract resulting from this RFP. The City of Spokane and/or its funding agencies and

auditors may inspect and audit all records and other materials and the Agency shall make such available upon request.

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. Individuals requesting reasonable accommodations or further information may call, write, or email Christine Cavanaugh at (509) 625-6383, 808 West Spokane Falls Boulevard, Spokane, Washington, 99201; or ccavanaugh@spokanecity.org. Persons who are deaf or hard of hearing may contact Ms. Christine Cavanaugh at (509) 625-6383 through the Washington Relay Service at 7-1-1. Please contact the City forty-eight (48) hours before the meeting date.

EQUAL CREDIT OPPORTUNITY ACT INFORMATION: The federal Equal Credit Opportunity Act (ECOA), 15 U.S.C. 1691 et seq., prohibits creditors from discriminating against credit applicants on the basis of race, color, religion, national origin, sex or marital status, or age (provided the applicant has the capacity to contract); because all or part of the applicant's income derives from any public assistance program; or because the applicant has in good faith exercised any right under the Consumer Credit Protection Act. The federal agency that administers compliance with this law concerning this creditor is the Consumer Response Center, Federal Trade Commission, 600 Pennsylvania Ave, NW, Washington, D.C. 20580. For information regarding the ECOA, see http://www.justice.gov/crt/about/hce/housing_ecoa.php.

EQUAL HOUSING OPPORTUNITY INFORMATION: The City is pledged to the letter and spirit of U.S. policy for the achievement of equal housing opportunity throughout the Nation. The City encourages and supports an affirmative advertising and marketing program in which there are no barriers to obtaining housing because of race, color, religion, sex, handicap, familial status, or national origin.

WASHINGTON LAW AGAINST DISCRIMINATION INFORMATION: We do business in accordance with the Washington Law Against Discrimination, RCW 49.60, which prohibits discrimination on the basis of race, color, creed, national origin, disability, HIV/Aids and Hepatitis C status, use of guide dog or service animal, sex, marital status, age (employment only), families with children (housing only), sexual orientation/gender identity, and honorably discharged veteran or military status.

APPENDIX A- ELIGIBLE EXPENSES BY PROJECT TYPE

Eligible Project Types								
Eligible Expenses:	Emergency Shelter Operations & Staffing	Transitional Housing Operations & Staffing	Rental Assistance for Homeless Households	Support Services for Permanent Housing	Homeless Outreach Projects	Coordinated Assessment Projects	Diversion Projects	Housing & Essential Needs
Household rent (including lot for RV or manufactured housing), deposits, arrears			X					X
Utility arrears, utility deposits, monthly utilities			X					X
Move in costs for clients exiting a facility	X	X						X
Housing application fees			X					X
Parking spaces connected to unit			X					X
Background and credit checks, urinalyses costs	X	X	X					X
Moving costs			X					X
Lease/rent on building	X	X						
Utilities for facilities	X	X						
Utilities for office	X	X				X	X	X
Maintenance	X	X	X	X	X	X	X	X
Security and Janitorial services	X	X		X (security only)				
Essential facility equipment	X	X				X	X	X
Client transportation costs	X	X						
Hotel/Motel expenses less than 90 days			X					X
Site management costs	X	X		X				
Facility-specific insurance	X	X						
Housing search and placement	X	X	X	X	X	X	X	X

Eligible Project Types								
Eligible Expenses:	Emergency Shelter Operations & Staffing	Transitional Housing Operations & Staffing	Rental Assistance for Homeless Households	Support Services for Permanent Housing	Homeless Outreach Projects	Coordinated Assessment Projects	Diversion Projects	Housing & Essential Needs
Essential Needs (HEN Clients only)								X
Housing stability	X	X	X	X	X	X	X	X
Outreach					X			X
Inspections	X	X	X					X
Program-level client data collection and entry	X	X	X	X	X	X	X	X
Systems-level data analysis, evaluation, and planning	X	X	X	X	X	X	X	
Salaries/benefits	X	X	X	X	X	X	X	X
Office space, supplies, equipment, staff travel	X	X	X	X	X	X	X	X
General liability insurance	X	X	X	X	X	X	X	X
Coordinated Entry planning/implementation/operation						X		
General organization administrative costs not attributed to a specific program	X	X	X	X	X	X	X	X

Program Operations for Rent Assistance and Facility Support

- ✓ Housing Stability. Includes activities for the arrangement, coordination, monitoring, and delivery of services related to meeting the housing needs of households and helping them obtain housing stability. Services and activities may include developing, securing, and coordinating services including:
 - SSI/SSDI through [SSI/SSDI Outreach, Access, and Recovery \(SOAR\)](#).
 - [Affordable Care Act](#) activities that are specifically linked to the households' stability plan.
 - Case management activities related to accessing Work Source employment services.
 - Monitoring and evaluating household progress.
 - Assuring that households' rights are protected.
 - Developing an individualized housing and service plan, including a path to permanent housing stability subsequent to assistance.
 - Activities which identify creative and immediate housing solutions outside of the traditional homeless service system (Diversion).
- ✓ Housing search and placement. Includes services or activities designed to assist households in locating, obtaining, and retaining suitable housing. Services or activities may include: tenant counseling, assisting households to understand leases, securing utilities, making moving arrangements, representative payee services concerning rent and utilities, and mediation and outreach to property owners related to locating or retaining housing.
- ✓ Outreach. Includes services or assistance designed to publicize the availability of programs to make persons who are homeless or almost homeless aware of these and other available services and programs. Not all households assessed will be eligible for assistance. Time spent assessing a household, whether or not deemed eligible, is an allowable expense under this activity.
- ✓ Inspections.
- ✓ Data collection and entry (the time a case manager or program staff spending collecting and reporting data in HMIS and providing data for the Annual Homeless Housing Inventory Report).
- ✓ Salaries/benefits for program staff.
- ✓ Staff costs to issue rent assistance. This cost is not for case management activities, but is associated only with the appropriate portion of salary and benefits of the bookkeeper who issues checks to landlords, utility companies or paying hotel or motel bills on behalf of a household.

- ✓ Office space, utilities, supplies, equipment (up to \$1,000 per grant period unless approved in advance by the City), telephone, internet, and training/conferences/travel/per diem
- ✓ General liability insurance and automobile insurance

Rent Payments

- ✓ Monthly rent and any combination of first and last months' rent for up to 24 months. Rent may only be paid one month at a time, although rental arrears, pro-rated rent, and last month's may be included with the first month's payment.
- ✓ Rental arrears for up to three months. Rental arrears may be paid if the payment enables the household to obtain or maintain permanent housing. If funds are used to pay rental arrears, arrears must be included in determining the total period of the household's rental assistance, which may not exceed 24 months.
- ✓ Note that rental arrears can be paid on behalf of a household receiving an on-going subsidy from another public program (e.g. Section 8) because it represents a different time period and cost type than the rental subsidy.
- ✓ Lot rent for RV or manufactured home (structure must meet rent assistance guidelines including necessary housing certification/inspection and lead-based paint assessment).
- ✓ Costs of parking spaces when connected to a unit.
- ✓ Landlord incentives (provided there are written policies and/or procedures explaining what constitutes landlord incentives, how they are determined, and who has approval and review responsibilities).
- ✓ Security deposits for households moving into new units.
- ✓ Hotel/Motel expenses for up to 90 days if unsheltered households are actively engaged in housing search and no other shelter option is available.
- ✓ Temporary absences. If a household must be temporarily away from its unit, but is expected to return (e.g., participant violates conditions of their DOC supervision and is placed in confinement for 30 days), Lead/Subgrantees may pay for the household's rent for up to 60 days and charge the grant for eligible costs. While a household is temporarily absent, he or she may continue to receive case management. Any temporary absence must be fully documented in the client file.
- ✓ CHG rent/utility assistance may be used for move-in costs including but not limited to deposits and first months' rent associated with subsidized housing (where a household's rent is adjusted based on income), including project- or tenant-based housing. Rent assistance funds cannot be used for ongoing rent/utilities. In this context tax credit units are not considered subsidized housing.

- ✓ Utility payments for households also receiving rental assistance.
- ✓ Utility arrears (see utility-only assistance below) for up to three months. Utility arrears may be paid if the payment enables the household to obtain or maintain permanent housing. If funds are used to pay utility arrears, arrears must be included in determining the total period of the household's financial assistance, which may not exceed 24 months.
- ✓ Note that utility arrears can be paid on behalf of a household receiving an ongoing subsidy from another public program (e.g. Section 8) because it represents a different time period and cost type than the rental subsidy.
- ✓ Utility-only assistance (including arrears) can be provided when no other [utility assistance](#), such as [LIHEAP](#), is available to prevent the shut-off and documented using the Utility-Only Assistance form.
- ✓ Utility deposits for a household moving into a new unit.
- ✓ Application fees, background, credit check fees, and costs of urinalyses for drug testing of household members if necessary/required for rental housing.
- ✓ Legal fees and fines accrued as a result of housing crises, in order to obtain or maintain housing, including late fees paid to the landlord.
- ✓ Reasonable storage costs.
- ✓ Reasonable moving costs such as truck rental and hiring a moving company.

Leasing Costs

- ✓ Lease or rent payment on a building. (If a Lead/Subgrantee owns the building or has a mortgage payment on the building, they may not charge the grant "rent" and then reimburse themselves.)
- ✓ Hotel/Motel expenses for less than 90 days when no suitable shelter bed is available.
- ✓ Move in costs for permanent housing including rent/security deposits and first month's rent.

Costs Other than Leasing Costs

- ✓ Utilities (gas /propane, phone, electric, internet, water and sewer, garbage removal).
- ✓ Maintenance (janitorial/cleaning supplies, pest control, fire safety, materials and contract or staff maintenance salaries and benefits associated with providing the maintenance, mileage for maintenance staff).
- ✓ Security and janitorial (salaries and benefits associated with providing security, janitorial services).

- ✓ Essential facility equipment and supplies (e.g. common-use toiletries, food served in shelters, bedding, mats, cots, towels, microwave, etc.).
- ✓ Expendable transportation costs directly related to the transportation of eligible households (bus tokens and fuel for a shelter van).
- ✓ On-site and off-site management costs related to the building.
- ✓ Facility specific insurance (mortgage insurance is not allowable) and accounting.
- ✓ Move in costs for permanent housing including: truck rental and hiring a moving company, application fees, background check fees, credit check fees, utility deposits and costs of urinalyses for drug testing of household members if necessary/required for housing.

Administration Expenses – Indirect Costs

Allowable administrative costs are those costs that benefit the organization as a whole and they should be included as indirect costs. Examples include the following: executive director/accounting/human resources/IT salaries, general office supplies and equipment; general organization insurance; organization wide audits; board expenses; organization-wide membership fees and dues. This list is not all-inclusive.

General agency facilities costs are also administrative expenses. They include the following: rent, building use allowances, and operations and maintenance costs such as janitorial and utilities. This list is not all-inclusive.

Facility costs directly attributable to the program may be charged to Program Operations.

Administrative and facilities expenses cannot be billed by equal monthly distributions of the budget amount. These costs must be charged to grant cost centers by one of the following three methods:

One of three options must be selected for recovery of administrative/indirect costs:

1. The applicant agency has a federally negotiated indirect cost rate. If this option is selected, please attach the letter from your federal cognizant agency approving the rate;
2. The applicant agency has never had a negotiated indirect cost rate from the federal government and elects to charge a de minimis rate of 10% of modified total direct costs (MTDC). MTDC means all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and subawards and subcontracts up to the first \$25,000 of each subaward or subcontract. MTDC EXCLUDES equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs, and the portion of each subaward and subcontract in excess of \$25,000. This simplified method requires no further documentation; or
3. The applicant agency has developed an indirect cost plan which is in compliance with the federal regulations found at 2 CFR Part 200, Subpart E and Appendix IV

and desires to use the rates set forward in the plan. (Please note that the use of an indirect cost plan as provided for under Option 3 is subject to City review and approval.) A copy of the complete plan, including a cost policy statement and certificate statement signed by the Executive Director, or other designated official with organization's signature authority, must be attached. Samples of the cost policy statement and certificate can be obtained from the City of Spokane and will be uploaded to the CHHS webpage.

Please note that some grant sources place a cap on the recovery of administrative/indirect costs and grantees shall be notified of any caps during budget negotiations. The CHG Program has historically capped administrative costs to 8%. Administration under the HEN program is capped at 6.25%.

Maintenance Activities vs. Building Rehabilitation

As listed above, maintenance activities associated with a building are allowable Facility Support expenses; building rehabilitation and capital improvements are not.

Building rehabilitation and capital improvements typically include those items that are done building-wide or affect a large portion of the property such as roof replacement, exterior/interior common area painting, major repairs of building components, etc.

Maintenance activities include cleaning activities; protective or preventative measures to keep a building, its systems, and its grounds in working order; and replacement of existing appliances or objects that are not fixtures or part of the building (see examples in table below). Maintenance activities should fix, but not make improvements that would add value to the building.

Maintenance activities do not include the repair or replacement of fixtures or parts of the building. A fixture is an object that is physically attached to the building and cannot be removed without damage to the building. Fixtures also include but are not limited to kitchen cabinets, built in shelves, toilets, light fixtures, staircases, crown molding, sinks and bathtubs. Maintenance activities do not include systems designed for occupant comfort and safety such as HVAC, electrical or mechanical systems, sanitation, fire suppression, and plumbing.

Allowable Expenses:

Cleaning Activities	Protective or Preventative Measures to keep a building, its systems, and its grounds in working order	Replacing Existing Appliances or Objects That are Not Fixtures or Part of the Building (See above for definition of "fixtures.")
<ul style="list-style-type: none"> Cleaning gutters and downspouts Lawn and yard care (mowing, raking, weeding, trimming/pruning) 	<ul style="list-style-type: none"> Fixing gutters Mending cracked plaster Patching roof Caulking, weather stripping, re-glazing. Replacing a broken window 	Replacing: <ul style="list-style-type: none"> Kitchen appliances where removal would not cause any damage (for example dishwashers, stoves,

<p>trees and shrubs)</p> <ul style="list-style-type: none"> • Cleaning a portion of interior or exterior of building, including graffiti removal • Washing windows • Litter pick up and trash collection • Removing snow/ice • Unclogging sink and toilet 	<p>or screen</p> <ul style="list-style-type: none"> • Reapplication of protective coatings • Fixing plumbing leaks • Repainting previously painted surface (including limited scraping)* • Waterproofing (sealant) • Servicing and maintenance of mechanical systems • Replacing a carpet square or patching carpet • Fixing alarm systems • Installing temporary fencing 	<p>refrigerators)</p> <ul style="list-style-type: none"> • Light bulbs • Washing and drying machines • Air filters • Furniture
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APPENDIX B- HOMELESS HOUSING DEFINITIONS

A range of housing models and strategies are needed to address the diverse needs of homeless people in Spokane County. These definitions are meant to be descriptive and to promote a common understanding of the use of key terms. The definitions may evolve over time and are not meant to establish absolute requirements or prohibitions in terms of the service models that applicants may propose in their applications. Applicants are encouraged to use the definitions to be clear about the population they plan to serve, the housing model they will use, and how the services will fit the needs of the anticipated project participants.

Housing Types

1. Non-time limited or Permanent Housing

Independent community-based housing that has no time limit on tenancy or specific service requirement as a condition of tenancy, although services may be provided, depending on residents served. Residents hold rental agreements and can stay in the housing for as long as they choose and as long as they are in compliance with their rental agreement or lease. Note: Non-time limited Housing is also referred to in many of these definitions as “permanent housing”. The use of the word “permanent” does not imply an expectation or requirement that the tenant will stay in the unit indefinitely. “Permanent” means only that the housing is not artificially time-limited.

- a. Affordable Housing. Non-time limited housing that is available to households with incomes less than 30%, 50% or 80% of area median income (AMI), also sometimes known as workforce housing. Housing projects may receive tax credits or other incentives in exchange for agreeing to set aside a certain number of units in the development for households with total incomes less than a particular percentage of AMI. Households must meet income requirements to be eligible for the units. Affordable housing may or may not have a rental subsidy.
- b. Permanent Supportive Housing. Permanent housing for a household that is homeless, and has a condition or disability, such as mental illness, substance abuse, chronic health issues, or other conditions that create multiple and serious ongoing barriers to housing stability. Households have a long-term need for housing case management and services in order to meet the obligations of tenancy and maintain their housing. Tenant holds a rental agreement or lease and may continue tenancy as long as rent is paid and the tenant complies with the rental agreement or lease. Tenants have access to a flexible array of comprehensive services, mostly on site, such as medical and wellness, mental health, substance abuse, vocational/employment, and life skills. Services are available and encouraged but are not to be required as a condition of tenancy.

There is ongoing communication and coordination between supportive service providers, property owners or managers, and/or housing subsidy programs.

- c. Service Enriched Housing. Permanent housing for homeless households with a lower level of service needs than those needing permanent supportive housing. Tenant services are offered, and many households will have only intermittent need for services, as the housing is designed for low-income and homeless people with a range of service needs. Some households may need individualized flexible services for a period of time, but do not need ongoing services to maintain housing long-term. Programs and services may be available on or off-site and promote personal and community asset building. Services are not required as a condition of tenancy.
- d. Subsidized Housing. Non-time limited housing that is supported by a rental subsidy. Generally, the tenant pays 30% of their monthly income towards rent and utilities, and the other portion of the rent is paid by the subsidy, up to a defined reasonable amount.

2. Time-limited Housing Programs

- a. Emergency Shelter. Emergency Shelter is defined as temporary shelter from the elements and unsafe streets for homeless individuals and families. Emergency shelters typically address the basic health, food, clothing, and personal hygiene needs of the households that they serve and provide information and referrals about supportive services and housing.
- b. Rapid Re-Housing (RRH). RRH is a short-term intervention for households experiencing homelessness. Services emphasize immediate efforts to address housing attainment, utilizing the minimum assistance needed to resolve each household's immediate housing crisis. Short-term rental assistance is provided, utilizing a progressive engagement approach to provide the appropriate level of assistance. It is expected that the majority of clients will receive less than six months of assistance, with a smaller percentage needing up to 24 months. [While RRH is a time-limited program, households are permanently housed.]
- c. Transitional Housing. Time-Transitional housing can be an effective tool for addressing certain needs- such as housing for homeless youth who are unable to sign a lease, safety for persons fleeing domestic violence and assistance with recovery from addiction. As part of a crisis response system transitional housing programs should serve populations proven to be successful with this intervention; have reduced barriers to entry; and policies that ensure client-driven housing stabilization. Intensity and range of services provided varies among programs and should be appropriate for the target population served.

Services may include case management, information and referral, life skills training, tenant education, and many others. In some cases, transitional housing is a transition-in-place approach that allows households to remain in their unit once the transitional housing program ends.

Supportive Services

A wide range of direct client services and assistance to people throughout the homeless housing continuum. Services may include such things as outreach and engagement, case management, information and referral, treatment, healthcare, employment, life skills training, housing search and stabilization.

1. **Basic Services.** Limited services to help someone connect to needed community resources; information and referral. Services might also include limited financial assistance like bus tickets, food, and utility assistance.
2. **Case Management.** Individually-tailored services provided in a client's home or at an office that are described in a mutually-agreed-upon plan of action to address multiple life challenges. Case Management Services may include such things as budgeting and money management, life skills training, linkage to community services such as legal assistance, assistance applying for public benefits, parenting and liaison with schools, domestic violence counseling and safety planning, assistance with housing applications, mental health counseling, etc. Individual service plans include goals related to greater self-sufficiency and stability. Housing case management is the same services that are linked specifically to housing, and are intended to promote stability.
3. **Culturally Competent Services.** Cultural competency within an organization and the services that it provides includes a defined set of values and principles, and demonstrating behaviors, attitudes, policies and structures that enable the organization to work effectively in cross- cultural situations. The three following components must exist:
 - a. **Accessibility:** the agency evaluates and modifies the way in which its services are accessible (language, location, delivery style) to populations whose modes of engagement are different than the majority population.
 - b. **Relevance:** the agency identifies specific culturally-based needs of populations and modifies the services delivered in order to meet those needs, including acquiring and institutionalizing cultural knowledge.
 - c. **Commitment:** the agency periodically conducts a self-assessment and reviews its cultural competency, including obtaining input from client and non-client culturally diverse populations and key stakeholders and uses this feedback in policy making, agency administration, and service delivery.

4. **Enhanced Property Management/ Front Desk Enhancement.** Property management activities that are enhanced in order to make the housing program effective for a special population. An example is the additional staffing required to operate a 24-hour front desk, a feature that is not necessary in a conventional apartment building but may be required to ensure tenant safety in a building serving chronically homeless individuals disabled by mental illness or chemical addiction.
5. **Employment Services.** Services that help link clients to employment opportunities in the community through skill building, job training, job readiness classes, assistance with resume writing, employment search, supported employment, and direct connections and referrals to jobs and/ or job programs.
6. **Health Care Services.** Medical and health related services that may include health screening, health education and illness prevention, testing, and treatment.
7. **Landlord Liaison.** Housing Search services aimed at linking homeless clients to units of permanent housing. A landlord liaison provides a bridge between the client, the property manager/landlord, service providers working with clients, and in some cases an agency that is master-leasing units from the landlord. Services may include such things as identifying and securing available housing units, outreach to landlords, managing landlord incentives, providing subsidies or connecting with subsidy providers, facilitating or performing unit inspections, providing on-call service to landlords and connecting with service providers for clients in crisis, assisting with housing applications and advocating on behalf of clients to landlords, mediating and helping to resolve conflicts between a landlord and a client.
8. **Linkage Services.** Provide clients with contact information and referrals to housing and needed services and resources in the community. The responsibility for following up on these referrals typically lies with the client, unless they are unable to on their own.
9. **Outreach Services.** Engagement with people who are not currently connected to community resources. Outreach services specifically target populations and/or geographic areas in order to identify and connect people to services and/or housing.
10. **Resident Services.** Property-based services that coordinate on-site activities and primarily provide information and referral to assist households in accessing services offered by third-party providers. Resident services promote personal and community asset building, such as After- school programs; Employment programs; Adult Education programs; Child Care; Community Safety, and Resident Leadership and may be available through referral and/or on site with at least one staff to coordinate and deliver services. Classes and activities based on residents' needs may be offered on site. Activities and services may include such things as after-school youth recreation and tutoring, ESL,

parenting, nutrition and financial literacy classes, employment services, adult education and community building and engagement and eviction prevention.

11. Treatment Services. Therapeutic health, mental health, or substance abuse services that are provided by a licensed person/agency to a client. Services are geared towards the individual needs of the client and may be provided in housing, a treatment facility, or in a community health/mental health care setting.

Level of Services

The level of services provided varies depending on the population served and a person's ongoing need for support.

1. High. High level services are typically needed for someone residing in permanent supportive housing who will need services long-term in order to remain in housing. High level services would be described as intensive, comprehensive, readily available (on-site), and available long-term. Services are usually offered 24/7.
2. Medium. Medium level services are typically comprehensive for a period of time, but may taper off and even eventually go away as a person becomes stable in housing. Services will initially be readily available and provided onsite through regular case management visits (weekly or monthly depending on the need).
3. Low or "light-touch services". Low level or light-touch services are housing focused and provide very temporary support and assistance as a homeless household with a low need for services transition back into housing. These services are frequently "check-ins," and may be provided on or off site.

Financial Assistance

Expenses paid by an agency on behalf of a client to cover such costs as move-in assistance, household items, application fees, emergency or short-term rent-assistance and other emergent needs (housing related debt/arrears, etc.).

Capital for Housing

Funding pays for the costs to develop housing. These costs may include construction, rehabilitation, acquisition and other associated development costs, such as capitalized reserves.

Operating Support

Assistance provided to a housing provider to pay the costs to run and operate housing that is affordable to households with very low incomes.

Rental Assistance/Housing Choice Vouchers

Subsidy paid to a Landlord on behalf of a specific tenant to pay for a portion of the tenant's rent. Generally, the tenant pays 30% of their monthly income toward rent and utilities, and the subsidy provider pays the remainder up to a reasonable amount. If the client has zero income, rental assistance may pay the entire rent amount to the landlord. Rental Assistance may be long-term (12 months and longer) or short-term (less than 12 months).

1. Tenant-based Housing Choice Voucher Set-asides or Agency-based Vouchers. The Housing Authority signs a referral agreement with a service provider/agency. The agency may refer a specific number of applicants to the housing authority for whom they will provide services. The applicants receive tenant-based Housing Choice Vouchers and select where they choose to live from the private market. The Housing Authority then signs a Housing Assistance Payment (HAP) contract with the private owner, but only for the duration that the voucher holder is in residence.
2. Project-based Assistance. The Housing Authority contracts with a housing owner. The subsidy is directly attached to a specific number of units in the owner's development. The term is typically fifteen years with five year renewals up to a maximum contract term of 40 years. The owner is required to have an MOU with a service provider and to ensure that tenants are provided the services they need.
3. Sponsor-based Assistance. Under this model the Housing Authority contracts directly with a service provider. The service provider master leases units from one or more housing owners. The provider subleases these units to tenants and provides them with services. The Housing Authority funds the provider for the difference between the master lease rent and the tenant rent. This model provides the equivalent rental assistance to the Section 8 voucher program.

Populations

1. Chronically Homeless - HUD Definition. Chronically homeless as defined by HUD, and reflected in the interim rule (24 CFR 578.3) is an unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more OR an unaccompanied homeless individual who has had at least four (4) episodes of homelessness in the past three (3) years. A disabling condition is defined as: (1) A disability as defined in section 223 of the Social Security Act; (2) a physical, mental, or emotional impairment which is expected to be of long- continued and indefinite duration, substantially impedes an individual's ability to live independently, and of such a nature that the disability could be improved by more suitable conditions; (3) a developmental disability as defined in section 102 of the Developmental Disabilities Assistance and Bill of Rights Act; (4) the disease of acquired immunodeficiency syndrome or any conditions

arising from the etiological agency for acquired immunodeficiency syndrome; or (5) a diagnosable substance abuse disorder. The term "homeless" in this case means a person sleeping in a place not meant for human habitation (for example, living on the streets), in an emergency homeless shelter, or in a Safe Haven as defined by HUD. A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in this definition, including a family whose composition has fluctuated while the head of household has been homeless, is also considered chronically homeless.

2. High-Utilizer. Those persons diagnosed with mental illness and/or chemical dependency who are frequent users of emergency medical services, hospitals and/or the criminal justice system.

3. Homeless – HUD Definition. HEARTH Act (42 U.S.C. 3535d and 11389)

A homeless person or household is someone who is literally homeless, at imminent risk of homelessness, or fleeing or attempting to flee a domestic violence situation. These categories are further defined below.

- a. Category 1 – Literally Homeless: Individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
 - i. Has a primary nighttime residence that is a public or private place not meant for human habitation;
 - ii. Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state and local government programs); or
 - iii. Is exiting an institution where (s)he has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.
- b. Category 2 - Imminently at Risk of Homelessness: Individual or family who will imminently lose their primary nighttime residence, provided that:
 - i. Residence will be lost within 14 days of the date of application for homeless assistance;
 - ii. No subsequent residence has been identified; and
 - iii. The individual or family lacks the resources or support networks needed to obtain other permanent housing.
- c. Category 3 – Homeless under other Federal statutes (not applicable under this RFP)
- d. Category 4 – Fleeing or Attempting to Flee a Domestic Violence Situation: Any individual or family who:
 - i. Is fleeing, or is attempting to flee, domestic violence;
 - ii. Has no other residence; and

- iii. Lacks the resources or support networks to obtain other permanent housing.
- 4. Homeless Family. One or more adults over the age of 18, a pregnant woman (18 years or older), or a legal caregiver with at least one child under 18, who is residing in the home or are in the process of reunifying with their parent or custodian. Parents who are in the process of reunifying with their children must demonstrate that there is a clear plan in place for the custody of the children to be restored.
- 5. Homeless Older Adult. A homeless person aged 55 or over. Programs serving this population may be eligible for specific funding sources and/or may develop programming specific to the needs of this age group.
- 6. Homeless Young Adult. Homeless persons ages 18 through 24 that may have been in an unstable housing situation for most of their lives, including involvement with the foster care system, and require services that are geared toward their individual developmental needs.
- 7. Homeless Youth. Homeless persons under age 18, and for whom services are often dictated by Washington State guidelines due to their status as minors. Services are typically geared towards their individual developmental needs.
- 8. Long-Term Homeless. This term includes all people who have been homeless for long periods of time or repeatedly over long periods of time as evidenced by stays in the streets, emergency shelters, or other temporary settings, sometimes cycling between homelessness and hospitals, jails, or prisons. This definition intentionally includes a larger group of people than the HUD definition of chronically homeless, such as families, youth, partnered homeless people, and those who do not have a documented disability.
- 9. Person with a Disability - Social Security Definition. A person who is determined to: 1) have a physical, mental or emotional impairment that is expected to be of continued and indefinite duration, substantially impedes his or her ability to live independently, and of such a nature that the ability could be improved by more suitable housing conditions; or 2) have a developmental disability, as defined in the Developmental Disabilities Assistance and Bill of Rights Act.
- 10. Person with Substance Use Issues. A person who has problems resulting from a pattern of using substances such as alcohol and drugs. Problems can include a failure to fulfill major responsibilities and/or using substances in spite of physical, legal, social, and interpersonal problems and risks.
- 11. Person with a Mental Illness. A person with a mental illness is someone who has a psychiatric disorder that results in a disruption in a person's thinking, feeling, moods, and ability to relate to others.

12. Veteran. For projects receiving Veterans and Human Services Levy funds, a veteran is defined as:
- a. Persons who served on Active Duty, in the National Guard, or Reserve component of any branch of the armed forces of the United States, including the Coast Guard, and retired or separated from the military with a characterization of discharge of Honorable, General Under Honorable, Other Than Honorable, or Uncharacterized; or,
 - b. Persons who currently serve on Active Duty, not including National Guard or Reserve service members who have been activated for federal service; or
 - c. Persons who currently serve in the National Guard or Reserve component of any branch of the armed forces of the United States, including the Coast Guard, and either
 - i. Has fulfilled the initial military service obligation, or
 - ii. Was activated for federal service for purposes other than training.
 - d. The family members of eligible veteran

Strategies and Service-Delivery Models

1. Graduation or Move-up. Graduation or Move-Up refers to a strategy where residents of permanent supportive housing with 24/7 front desk support with intensive services, who no longer need high-intensity services of their existing building, and who want greater independence, are given the option (and often assistance) to move into permanent affordable housing with less service supports. These clients will be supported throughout the shift to new housing and provided services on an as needed basis. Graduation units facilitate the movement of persons/households to less service-intensive housing when they are ready to take that step, thereby freeing up a new permanent supportive housing unit for a new homeless household with intensive support needs.
2. Harm Reduction. Harm reduction is a set of practical strategies that reduce the negative consequences associated with drug use, including safer use, managed use, and non-punitive abstinence. These strategies meet drug users "where they're at," addressing conditions and motivations of drug use along with the use itself. Harm reduction acknowledges an individual's ability to take responsibility for their own behavior. This approach fosters an environment where individuals can openly discuss substance use without fear of judgment or reprisal, and does not condone or condemn drug use. Staff working in a harm reduction setting work in partnership with tenants, and are expected to respond directly to unacceptable behaviors, whether or not the behaviors are related to substance use. The harm reduction model has also been successfully broadened to reducing harms related to health and wellness as well as many other issues.
3. Homelessness prevention. A set of strategies intended to assist people who are living in an unstable housing situation or facing a short-term housing crisis to remain in their

current housing and not become homeless. Strategies include such things as outreach, information and referral, financial assistance, money management counseling and sometimes case management.

4. **Housing First.** Housing first is a homeless system orientation designed to return homeless people to housing as quickly as possible without a “housing readiness” test, or other conditions to entering housing. Programs in a housing first homeless system empower homeless people to overcome barriers to obtaining permanent housing. A housing first system does not require that households spend time in a shelter or graduate from a transitional housing program in order to receive permanent supportive housing, although many households will enter housing from a shelter. In order to achieve a housing first system orientation, homeless housing units in the system must remove screening barriers and screen in homeless households, many of whom may have barriers that traditionally make it more difficult for them to rent in the private market.
5. **Medicaid Permanent Supportive Housing Services Benefit.** A benefit currently being sought in Washington state through a federal waiver to allow supportive housing services (i.e., tenancy supports and housing case management) to be covered through Medicaid for eligible participants in permanent supportive housing. Once available, Medicaid-licensed and certified agencies may qualify to leverage the benefit.
6. **Progressive Engagement.** Progressive Engagement is a promising practice that recognizes that up-front assessment is not full-proof, and allows homeless programs to alter the amount of assistance to a household based on actual results rather than presumptions about need. Progressive engagement means that a program starts off delivering a small amount of assistance initially (financial assistance, services, etc.) to each household, with the ability to add more assistance if re-assessment of a household indicates such a need. An initial assessment of strengths, needs and barriers informs the development of a client-driven housing stability plan, but it is not expected that the initial assessment can reliably predict the amount or duration of services needed. Frequent re-assessment informs updates to the plan and the provision of assistance, as needed.

Why Progressive Engagement?

- It is very difficult to predict how much assistance a household will ultimately need based on the initial assessment.
- The majority of households only need a little help to end or prevent an episode of homelessness.
- Matching services with household needs is cost-effective, and reserves the most intensive services for households with highest needs.

Examples of Progressive Services for Rent Assistance Programs

Light services (for many households): share lists of landlords; pay a deposit; provide information on community resources.

Medium services (for few households): assist with landlord search and negotiation; make a referral to specific community resources to meet identified needs; pay one to three months' rent subsidy.

Heavy services (for very few households): provide landlord incentives and on-going risk mitigation; continue rent subsidy month by month until household is able to pay rent on their own; meet with other providers to coordinate service plans.

7. Recovery-Based Services. Recovery-based services in supportive housing emphasize the strengths of a person to recover and discover opportunities to increase household income and financial stability. Recovery services also assist a person/household to establish supports and to make the move out of supportive housing when they are ready.
8. Voluntary Services. Flexible services designed primarily to help tenants maintain housing. Voluntary services are those that are available to but not demanded of tenants (one's housing is not dependent on participation in services), such as service coordination/case management, physical and mental health, substance use management and recovery support, job training, literacy and education, youth and children's programs, and money management. While services are not a condition of tenancy, providers may employ motivational interviewing and other techniques to engage clients in services.