



2018 Community Development Block Grant (CDBG)

AGENCY APPLICATION

Application **Due:** Friday, March 17, 2017 at 5:00pm



Applicant Information:

- **Agency Name:** Transitions- Women's Hearth
- **Application Contact/Name:** Susan Tyler-Babkirk
- **Email:** styler-babkirk@help4women.org
- **Phone:** 509.455.4249
- **Describe how this proposal aligns with the above Mission Statement:** Transitions works to end poverty and homelessness for women and children in Spokane. The Women's Hearth is a drop-in center for women in downtown Spokane. We provide resources and a community center atmosphere to improve the quality of life for women experiencing homelessness and extreme to low income. Through numerous outreach and stabilization services such as showers, food, emergency clothing, hygiene products, life skills groups and recreational activities, we offer a warm and welcoming atmosphere where women can find safety and resources to address the numerous issues that accompany extreme poverty. Having a safe, well-maintained building is an essential element of the services we provide. There is no other program quite like the Women's Hearth. The sense of safety and comfort that a well-maintained facility provides, invites women, who face numerous barriers to accessing services, to address those barriers and find programs and services tailored to their needs.
- **Describe the role of your organization's Board/Governing Body:** Transitions' organizational structure consists of a two-tiered board governance method. The **Board of Members** is comprised of four individuals who each represent one of the founding religious communities. Their responsibilities consist of approving changes to philosophy, mission, goals and purpose of Transitions; appointing and removing members of the Board of Directors, appointing the BOD chair, making changes to the Articles of Incorporation and Bylaws, merging, consolidating or affiliating Transitions within another corporation, organization or program and dissolving Transitions. The BOM also has final approval power in the governance of Transitions in certain financial transactions exceeding particular dollar thresholds and setting parameters for operating and capital budgets. This body also provides final approval of the organization's Strategic Plan. The **Board of Directors** consists of 7 to 21 individuals of differing backgrounds. The BOD has the general charge, control, and management of the property, affairs and funds of Transitions and the power and authority to perform all acts and functions on behalf of Transitions in accordance with the Mission of Transitions, subject to powers reserved for the BOM. The BOD reports to the BOM. The BOD directly supervises the Executive Director of Mission and Services at Transitions.
- **TIN/EIN #: 91-1307272 DUNS #: 932197544**
- **SAM Registration** (please attach a screenshot): ☒ Yes ☐ No **Expiration Date: 05/10/2017**
- **Experience managing public funds/grants:** ☒ Yes ☐ No
 - *Explain:* Transitions' programs have 80 years of combined experience in serving single women and families. This experience includes managing and accounting for City, County, State, and Federal funds, including funds from 2060, 2163, City of Spokane HSG General Funds, HUD's CoC, THOR, Consolidated Homeless Grant, CDBG, ESG, SHARP-CREST, ATOD, Dept. of Commerce, DSHS, and USDA. Transitions was selected by the City of Spokane in 2013 to implement two new grant initiatives, the Strong Families Initiative & the Single Homeless Outreach Project. Transitions also has staff serving on the CoC Advisory committee and various

implementation teams. Administrative expenses are kept to a minimum, good stewardship is of key concern to the Board and staff. Transitions has annual independent audits. The Executive Director and key staff have decades of experience in non-profit organizations and the Finance Director is a CPA. The Board of Directors includes professionals in banking and finance, social services, government contracting, construction, health care and spiritual leadership. Term limits, committee service and annual evaluations are also Board practices.

Policies and procedures for the following (please attach copies of all identified P&P's):

☒ Yes ☐ No – **Procurement**

☒ Yes ☐ No – **Drug Free Workplace**

☒ Yes ☐ No – **Conflict of Interest**

☒ Yes ☐ No – **Financial Management**

☒ Yes ☐ No – **Property/Equipment Management and Disposition**

☒ Yes ☐ No – **Record Retention**

☒ Yes ☐ No – **Equal/Civil Rights**

- **Organization/agency expended >\$750,000.00 in federal grants funds over the past 12 months:** ☐ Yes ☒ No
- **Has your organization/agency had an audit in the past 12 months:** ☒ Yes ☐ No – **Findings?** ☐ Yes ☒ No
- **Does your agency have a system for tracking employee time and effort distributions specifically by cost objective/activity:** ☒ Yes ☐ No
- **Has your agency been awarded other grants, loans, or other types of financial assistance during the past 12 months:** ☒ Yes ☐ No

Project Scope (work to be performed):

- **Project Name:** Women's Hearth Facility Improvements
- **Project Location(s):** 920 W. 2nd Avenue, Spokane, WA 99201
- **Who holds the title for this property:** Transitional Programs for Women
- **What actions have been taken to secure site control:** We own the building.
- **Requested Amount (\$):** \$15,100.00

Scope of Work to be Performed:

The facility improvements include exterior and interior improvements.

Exterior work: Replace awning on front of building. A new "shed-styled" awning structure will be built to match the same size specifications as the existing awning. A marquee will be attached at approximately 13' wide x 6' drop x 4' projection with 18" hard valance. Two side wings will be installed with one at approximately 14' wide by 5' drop x 3' projection with 18" hard valance and 1 at 22' wide x 5' drop x 3' projection with 18" hard valance. Fabric and graphics to match what was on original awning. Awning will be manufactured off site, brought to the site and installed after removal of existing awning.

The awning was installed in 2004 and is deteriorating due to UV rays and corrosive environmental factors such as dirt and exhaust from urban traffic and street construction equipment. It is important to preserve the safety, functionality and visual appeal that this awning provides to the street scape in this part of downtown. In 2006 it was estimated that it had approximately 10 years of life left. By 2019 it will be 14 years old, well past its projected functional life. The lettering has peeled completely off in some places and is difficult to read in others. Women's Hearth Program Director and Daily Operations Manager will coordinate with vendors to obtain updated cost estimates. Transitions' maintenance staff person will liaison with the vendor selected to perform the work and in coordination with the Program Director will schedule and oversee completion of the project.

Interior work: Replace large bulk storage racks in store room with permanent heavy duty storage racks that will be bolted to the concrete floor with welded footplates and replace wall mounted shelving in food pantry.

Bulk Storage Racks: Existing units will be removed off premises and replaced with bulk storage racks with welded 14 gauge steel uprights with cross braces for maximum strength and heavy, compressed particle board shelves. They will be approximately 60 x 24x 96" and attached to each other and bolted to the floor with welded foot plates at install. The Women's Hearth provides a weekly food bank, serving an average of 95 unduplicated women who access this vital service. Women access this service an average of 160 times every month. We participate in the Federal commodities program (TFAP) as well as food pantry service through 2nd Harvest. We also provide household goods for women moving into housing, and for women experiencing homelessness, we provide emergency blankets and other items such as flashlights and whistles. We also store supplies for our hygiene closet which is open twice per day 5 days per week. Storing such items requires heavy-duty shelving that can take considerable weight. Sections of our shelving units have warped and some of the metal support columns have buckled, which is compromising the strength of the units. To prevent risk of further damage to the structure of these shelves, we have had to monitor the amount of product and weight of product we place on the shelves. This creates difficulty in managing our inventory in the small space available in our facility. New shelves will correct this challenge and safety risk and allow us to better serve our program participants. Women's Hearth Program Director and Transitions' maintenance staff person will liaison with vendor selected to perform the work and will schedule and oversee completion of the project.

Wall Mounted Shelving: This project will replace a wall of shelves in our food pantry near the kitchen that are sagging from the wall. Several years ago we obtained funds to replace some of the shelves in this pantry, but lacked the funds to

replace them all. The remaining shelves need to be replaced with stronger wall-mounted brackets and thicker shelf planks. This will accommodate the weight of food we store for meals and food we distribute to women in need between food bank days.

Consolidated Plan (*local*) Needs and Goals:

- ☐ **1.) Safe Affordable Housing Choice**
 - ☐ *Preserve and expand quality, safe, affordable housing choices*
- ☒ **2.) Need to reduce homelessness and provide for basic needs**
 - ☒ *Prevent and reduce homelessness*
 - ☒ *Provide opportunities to improve quality of life*
- ☒ **3.) Need for Community Development, Infrastructure and Economic Opportunities**
 - ☒ *Support vibrant neighborhoods*
 - ☐ *Expand economic opportunities*

Neighborhood Funding Priorities:

Please identify which of the neighborhood funding priorities are addressed through this proposal.

- ☒ **Improved Quality of Life**
- ☒ **Public Safety**
- ☐ **Job Creation**
- ☐ **Safe and Decent Housing**
- ☒ **Community Centers**
- ☒ **Equal Access**
- ☒ **Senior Programs**
- ☐ **Community Pride**

Briefly describe how this proposal will achieve the above listed neighborhood priorities:

Improved Quality of Life: There is no other program quite like the Women's Hearth. The sense of safety and comfort that a well-maintained facility provides, invites women, who face numerous barriers to accessing services, to address those barriers and find programs and services tailored to their needs.

Public Safety: Having a safe, well-maintained building is an essential element of the services we provide. Having an attractive and structurally sound awning on the front of the building beautifies the neighborhood and contributes to Spokane's image as a welcoming city.

Community Centers: Though not a traditional "community center" the Women's Hearth serves in such a capacity for over 1,400 unduplicated women who live within the low to extremely low income brackets. Over 60 groups and classes are offered each month as well as stabilizing services such as food bank and hygiene closet. Safe and adequate shelving allows the Hearth to store food and necessities for the benefit of those we serve.

Equal Access: Our facility is ADA compliant and includes a shower facility, restrooms, phones and a computer lab for able-bodied and persons with a disability alike. We work to ensure services are accessible to any woman who comes through our doors. We have a designated drop off space directly in front of our doors for para-transit vans.

Senior Programs: A large number of our most regular attendees are over 55. Overall, approximately 26% of our program participants are over 55. Low income, older adult women have easy access to food, hygiene products and an atmosphere that promotes socialization and the building of peer support networks. Our building's infrastructure such as heavy-duty shelving supports the programming we offer.

Community Development Block Grant: National Objective and Eligible Activity

Matrix Code	Activity	National Objective				
		LMA	LMC	LMH	LMJ	SBS
01	Acquisition of Real Property	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03A	Senior Centers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03B	Handicapped Centers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03C	Homeless Facilities (not operating costs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03D	Youth Centers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03E	Neighborhood Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03F	Parks, Recreational Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03I	Flood Drainage Improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03J	Water/Sewer Improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03K	Street Improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03L	Sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03M	Child Care Centers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03P	Health Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03Q	Facilities for Abused and Neglected Children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03S	Facilities for AIDS Patients (not operating costs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03	Other Public Facilities and Improvements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
04	Clearance and Demolition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14A	Rehab: Single-Unit Residential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14B	Rehab: Multi-Unit Residential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

National Objective Key: Low and Moderate Income Area Benefit (**LMA**): 24 CFR 570.208(a)(1), Low and Moderate Income Limited Clientele (**LMC**): 24 CFR 570.208(a)(2), Low and Moderate Income Housing (**LMH**): 24 CFR 570.208(a)(3), Low and Moderate Income Job Creation or Retention (**LMJ**): 24 CFR 570.208(a)(4), Slum and Blight Spot (**SBS**): 24 CFR 570.208(b)(2)

HUD (federal) Goal Outcome Indicators:

Goal Outcome Indicator	Unit of Measure	Total
Public Facility or Infrastructure Activities other than Low/Mod Income Housing Benefit	# of Persons Assisted	900
Public Facility or Infrastructure Activities for Low/Mod Income Housing Benefit	# of Households Assisted	
Rental Units Rehabilitated	# of Household Housing Units	
Homeowner Housing Rehabilitated	# of Household Housing Units	
Homeless Person Overnight Shelter	# of Persons Assisted	
Overnight/Emergency Shelter/Transitional Housing Beds Added	# of Beds	
Jobs Created/Retained	# of Jobs	
Housing for Homeless Added	# of Household Housing Units	
Housing for People with HIV/AIDS Added	# of Household Housing Units	
Buildings Demolished	# of Buildings	

- **Describe the method that will be used to track (unduplicated) project performance based on the appropriate unit of measure identified above:** Data collection opportunities occur at several entry points. Program participants complete a universal data questionnaire upon their first visit and are asked to update any changes upon their first visit each month. Various outreach services such as food bank, hygiene closet, respite room and bus passes provide additional opportunities to log their receipt of a particular service. Data is collected and entered into an excel spreadsheet. From this data we are able to produce a variety of reports, including an unduplicated year to date total number of women served at our facility. We are able to report demographic information that includes income and race as required.

Project Timeline:

- **Anticipate Completion Date (attach copy of project timeline):** Barring any administrative delays in the release of funds and contracting activities, we intend to have all work completed by 10/31/19 and follow the timeline below:

Awning:

- Beginning August 2018 we will solicit awning vendors for bids to remove existing awning and build a new one with marquee, same color and lettering as our current one.
- Vendor will be selected.
- Once funds are released and contracting is complete with the City of Spokane, vendor will begin work off site building new awning and marquee.
- Vendor will schedule with program director for removal of old one and replacement of new one.
- Vendor will dispose of old awning and marquee.
- Billing and payment processes will be executed.
- Women's Hearth will have a new awning by 10/31/2019.

Shelving:

- Beginning August 2018 we will solicit bids for the purchase and installation of heavy duty shelving.
- Once funds are released and contracting is complete with the City of Spokane, selected bidder will measure and order shelving.

- Hearth staff and Transitions maintenance staff person will remove all items on storage shelves and place elsewhere in the building when word is received that shelving has arrived.
- A date for installation is scheduled.
- Shelving arrives and selected bidder will remove old shelving and dispose of it appropriately.
- Selected installer installs shelving and bolts it to the floor and the wall as appropriate.
- Women's Hearth staff will place items back onto new shelves.
- Billing and payment processes will be executed by 10/31/19.
- Women's Hearth will have new heavy-duty shelving bolted to the floor in the large storage room and will have heavy duty wall-mounted shelving in the food pantry by 10/31/19.

➤ **Identify lead staff person(s) and their experience managing a project of this scope:**

- **Executive Director:** Edie Rice-Sauer, 5 years with Transitions; Master of Divinity; worked in social services since 1976; extensive frontline and administrative experience; oversaw previous CDBG carpet replacement project at the Women's Hearth, currently overseeing large-scale capital housing project for Transitions.
Finance Director: 9 years with Transitions; Master of Accounting and a CPA; previous experience in project management and not-for-profit fiscal management. **Program Director:** With Transitions for 10 years-5 years as Director of Women's Hearth; Master of Organizational Leadership, 20 years' experience in public/social services; has successfully overseen and provided project management for three previous CDBG funded capital projects. **Maintenance Staff:** Has been with Transitions for 7 months. She has extensive experience in building maintenance and repair.

Project Budget Narrative:

- **How was the project budget developed? Identify individuals (by title) involved in the budget development:** Program Director of Women's Hearth identified the need for a new awning and shelving. Cost estimates for the awning were solicited from 7 companies in the Spokane area. Two companies came on site, took measurements and submitted written cost estimates. One withdrew after learning project is prevailing wage. A second vendor calculated estimate with prevailing wage. For shelving, the Program Director consulted with ESD 101 representative who took measurements, discussed needs and evaluated state of existing shelving. He provided cost estimate of shelving product and labor for installation. Program Director consulted with Transitions' Finance Director to calculate totals with contingency for anticipated price increases between 2017 and 2018/2019 project years.
- **What contingencies have been built into this budget:** Because work on this project will begin 18 to 24 months from now, a contingency of 15% has been built into the budget to account for increases in product and labor costs and unforeseen issues that may arise once work begins.
- **Identify other funding sources that will be used as leverage to support this project:** The matching funds/leverage for this project include \$529 to cover the cost of the time of the Program Director and \$83 to cover the cost of the time of the Daily Operations Manager in working with the selected awning contractor and ESD 101 and managing the project. The costs also include \$178 to cover the cost of the time spent by the maintenance staff member working supervising the contractors during the project and assisting with the shelf installation. These costs will be funded from individual donations.
- **What arrangements have been made to sustain/maintain this project once complete:** The annual operating budget includes maintenance and repairs to maintain our capital assets. Additionally, a replacement and operating reserve account is contributed to each month for unexpected repairs. We recently installed an outdoor water spigot which

gives us new access to outside water. We will be able to hose off the awning in the summer months to help wash off pollutants that may contribute to the degrading of the fabric in the awning. For the shelving we will monitor the weight limits and ensure that they are not over-weighted.

- **What arrangements have been made to address costs that exceed the proposed budget:** We have built in a 15% contingency in case of cost overruns and to account for likely cost increases between the time of our initial vendor estimates and the time the work can actually begin. We may use the funds in our replacement and operating reserve account to cover project costs that exceed the proposed budget and we would seek additional funding from foundation and corporate funders.
- **Funds are awarded on a reimbursement basis, how will this proposal address potential delays in the reimbursement process:** Transitions has many years of experience and proven success with the reimbursement process. Due to Transitions' prudent financial management, the organization maintains a healthy reserve fund and has access to a line of credit available from our bank that we could draw on to fund daily operations if there were a delay in the reimbursement process.
- **Describe your agencies financial plan if this application is funded in part, or not at all:** If we do not receive sufficient funds to complete this project, we may be able to access funds in our Replacement and Operating Reserve account and seek donations of goods and services from various vendors to make up for the loss of grant funding. We will also weigh the feasibility of waiting to replace the awning, scrubbing off the unsightly peeling lettering, and putting up something temporarily in our window with the Transitions Women's Hearth name and logo so people will still be able to locate us.

Line Item Budget:

Project Activity	CDBG Funds (request)	Matching Funds/Leverage	Total
Capital Improvements	\$15,100.00	\$.00	\$15,100.00
Public Facilities	\$.00	\$.00	\$.00
Demolition	\$.00	\$.00	\$.00
Total Project Activity	\$15,100.00	\$.00	\$15,100.00

Project Delivery	CDBG Funds (request)	Matching Funds/Leverage	Total
Salaries	\$.00	\$.00	\$.00
<i>Daily Operations Manager</i>	\$.00	\$83.00	\$83.00
<i>Program Director</i>	\$.00	\$529.00	\$529.00
<i>Maintenance staff</i>	\$.00	\$178.00	\$178.00
Other:	\$.00	\$.00	\$.00
Total Project Delivery	\$.00	\$790.00	\$790.00

*Professional Services	CDBG Funds (request)	Matching Funds/Leverage	Total
Architectural	\$.00	\$.00	\$.00
Engineering	\$.00	\$.00	\$.00
Legal	\$.00	\$.00	\$.00
Accounting	\$.00	\$.00	\$.00
Construction Management	\$.00	\$.00	\$.00
Other:	\$.00	\$.00	\$.00
Total Professional Services	\$.00	\$.00	\$.00
Total Project Budget (Project Activity + Project Delivery + Professional Services)	\$15,100.00	\$790.00	\$15,890.00

**Professional services are subject to federal procurement standards 2 CFR 200 (Subpart D)*

Required Attachments:

- ☒ Project Budget
- ☒ Project Timeline
- ☒ Organization Policies and Procedures
- ☒ Current Board of Directors listing (include affiliations with other agencies or organizations)
- ☒ Copy of most recent organization audit
- ☒ Copy of most recently approved (Board) agency budget
- ☒ Organization Chart
- ☒ Articles of Incorporation/Bylaws
- ☒ IRS Tax Exemption Determination Letter
- ☒ Washington Secretary of State letter certifying charitable organization status
- ☒ Federal Tax Form 990
- ☒ Conflict of Interest Certification
- ☐ Copy of lease agreement (if applicable), or plan to obtain site control