



City of Seattle
Human Services Department

2016
Seattle Navigation Center
Request for Qualification

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**City of Seattle
Human Services Department**

**2016
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GUIDELINES

I. Introduction

The City of Seattle Human Services Department (HSD) is seeking applications from agencies interested in providing a 24-hour, low barrier shelter for literally homeless people that results in exits to housing. The Seattle Navigation Center is designed to offer literally homeless individuals the basic needs for shelter, hygiene, food and meals, secure and accessible storage, and supportive services/case management that are organized to quickly move people into housing. This RFQ is open to agencies/organizations that meet the minimum eligibility criteria outlined in Section VII of the Guidelines and Application.

This Request for Qualification (RFQ) is the result of [Mayor's Executive Order 2016-05](#) "creating a new low-barrier 24-hour shelter program similar to the successful Navigation Center in San Francisco, California, (1) with the primary goal of assisting people who are unsheltered into housing as rapidly as possible and (2) to increase the capacity of providers to provide tailored services utilizing an intensive service model based on flexible, housing-first practices."

Resources:

- [San Francisco Six Month Evaluation](#)
- [San Francisco Year-end Evaluation](#)
- [San Francisco Infographic](#)

Approximately \$1,675,000 is available through this RFQ from the following sources:

Fund Sources	RFQ Amount
<i>State of Emergency Funding (General Fund)</i>	\$475,000
<i>Private Funding</i>	\$600,000
<i>WA State Department of Commerce</i>	\$600,000
*Total	\$1,675,000

HSD is soliciting additional funding to support the full costs of operating the Navigation Center. Washington State Department of Commerce funds are available only for qualifying capital improvements at eligible sites.

HSD intends to fund one or two proposals. Initial awards will be made for the period of December 1, 2016 through December 31, 2017. While it is the City’s intention to renew agreements resulting from this RFQ on an annual basis, future funding will be contingent upon performance and funding availability.

The City of Seattle Human Services Department seeks to contract with a provider(s) to ensure that the desired result of HSD’s Seattle Navigation Center investment is that our community is safe, stable and self-reliant, as indicated by individuals with stable housing.

All materials and updates to the RFQ are available on [HSD’s Information for Grantees web page](#). HSD will not provide individual notice of changes, and applicants are responsible for regularly checking the web page for any updates, clarifications or amendments.

HSD will have no responsibility or obligation to pay any costs incurred by any applicant in preparing a response to this RFQ or in complying with any subsequent request by HSD for information or participation throughout the evaluation and selection process.

If you have any questions about the Seattle Navigation Center RFQ, please contact: Jess Chow at jess.chow@seattle.gov or 206-733-9405.

II. Timeline

Funding Opportunity Released	Friday, August 26, 2016
Information Session	Wednesday, September 7, 2016 1:00 p.m. to 2:00 p.m. El Centro de la Raza 2524 16 th Ave. S., Seattle, WA 98144 Room 307
Last Day to Submit Questions	Wednesday, September 14, 2016
Application Deadline	Tuesday, September 27, 2016 by 12:00 p.m. (Noon)
Anticipated Award Notification	Friday, November 18, 2016
Anticipated Contract Start Date	December 1, 2016

*Please contact RFQ coordinator, Jess Chow, for accommodation requests such as receiving this application and guidelines in an alternate format: jess.chow@seattle.gov or (TTY) 7-1-1.

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

III. HSD Guiding Principles

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

Vision

The vision of the Seattle Human Services Department is that all basic needs in our communities are met through innovative and collaborative approaches. Greater Seattle is a place where the richness of our diversity is valued, all of our communities thrive, and people grow up and grow old with opportunity and dignity.

Mission

The mission of the Seattle Human Services Department is to connect people with resources and solutions during times of need so we can all live, learn, work and take part in strong, healthy communities.

Values

We accomplish our mission by adhering to core values and funding programs whose work supports them:

- **Vision** – we are future-focused, funding outcomes that create a stronger community.
- **Innovation** – we foster an environment where creativity and new approaches are valued, tested, refined and implemented.
- **Results** – we fund and administer programs that are accountable, cost-effective, and research-based, ensuring people receive high-quality services.
- **Equity** – our resources are devoted to addressing and eliminating racial, social, economic, and health disparities in our community.
- **Creative collaboration** – we share the collective wisdom of our colleagues and community to develop and implement programs.
- **Service** – we ensure the programs we support are accessible to all community members and deliver high-quality, welcoming customer service.

IV. HSD’s Outcomes Framework & Theory of Change

HSD has developed a strategy for results-based accountability and addressing disparities to ensure that the most critical human service needs are met by:

- **DEFINING** the desired results for the department’s investments;
- **ALIGNING** the department’s resources to the desired results; and
- **EVALUATING** the result progress to ensure return on investment.

The results-based accountability “Outcomes Framework” helps HSD move from ideas to action to ensure that our work and investments are making a real difference in the lives of vulnerable people. HSD’s **Theory of Change** ensures that data informs our investments – particularly around addressing disparities – and shows the logical link between the desired results, indicators of success, racial equity goals based on disparity data, strategies for achieving the desired results, and performance measures.



All investments resulting from this funding opportunity will demonstrate alignment with HSD’s theory of change towards achieving the Community Support and Assistance division’s identified community value and specific desired results:

Community Value: Our community is safe, stable and self-reliant

Results:

- Individuals and families have **stable housing**

Seattle Navigation Center Theory of Change

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

Desired Result	Indicator	Racial Disparity Data	Racial Equity Goal	Strategy	Performance Measure
Condition of wellbeing for entire population	Achievement benchmark – how we know the “result” was achieved	Data depicting socioeconomic disparities and disproportionality between ethnic/racial populations	Stretch goal for reducing and/or impacting the racial equity disparity	Activities or interventions that align to the results and indicators, and are informed by best or promising practices, cultural competency and community engagement – what HSD is purchasing?	What gets counted, demonstration of how well a program, agency or service is doing (quantity, quality, impact)
Individuals and families have stable housing	# Individuals experiencing homelessness	<p>Black/African American people are 8% of the King County population and 35% of those who are homeless.</p> <p>Multiracial people are 5% of the King County population and 57% of those who are homeless.</p> <p>American Indian/Alaska Native people are 1% of the King County population and 5% of those who are homeless.¹</p>	Black/African American, Multiracial, and American Indian/Alaska Native families and individuals live in permanent housing at a rate that is comparable to Whites when comparing percentages (%) of the population and percentages (%) of people who are homeless by race.	<ul style="list-style-type: none"> • Supportive services and facility operations delivered in a culturally responsive and informed way • Housing navigation and placement • Mainstream benefits acquisition (including possible SSI, SSDI, VA benefits) 	<ul style="list-style-type: none"> • # Individuals at the Center – both at any given time and over contract period (quantity) • # Days stay at Center (quantity) • % Individuals exit to permanent housing (quality) • % Focus population exits to permanent housing (quality) • % Individuals with mainstream benefits (quality) • # Individuals living unsheltered (impact)

¹ Sources: 2015 HUD CoC Population from Point in Time Count, 2015 WA State OFM estimates, All Home

V. HSD's Commitment to Funding Culturally Responsive Services

In conjunction with the Seattle Race and Social Justice Initiative (RSJI), which is a citywide effort to end institutionalized racism and race-based inequities in Seattle, HSD has developed investment principles that reflect our commitment to funding culturally responsive services to create positive outcomes for service recipients. Agencies applying for investment will demonstrate the capacity to institute these principles through routine delivery of participant-centered and strength-based services that are culturally:

COMPETENT, as demonstrated by “the ability to honor, understand, and respect beliefs, lifestyles, attitudes, and behaviors demonstrated by diverse groups of people, and to diligently act on that understanding”.² It is “the ability to function effectively in the midst of cultural differences. It includes knowledge of cultural differences, awareness of one’s own cultural values, and ability to consistently function with members of other cultural groups”.³

RESPONSIVE to the cultural and linguistic needs of diverse populations. Agencies have the capacity to effectively serve and engage persons of diverse backgrounds. Agencies commit to practicing cultural responsiveness throughout all levels of the program, including policy, governance, staffing, and service model and delivery. Agencies make every effort to recruit and retain a work force (paid and voluntary), and policy-setting and decision-making bodies, that are reflective of the focus populations identified in the theory of change.

RELEVANT in addressing the cultural needs of diverse populations whose models of engagement or cultural standards differ from mainstream practices. Agencies are staffed with people who have the cultural competency to create authentic and effective relationships and provide culturally responsive services for members of specific cultural groups and/or communities of color. Commitment and experience of the agency reflects effective, mutually beneficial relationships with other organizations (such as grassroots or community-based organizations, churches, community networks, etc.) that are reflective of the populations being served.

ACCESSIBLE through language, location, and delivery style. Agencies have the capacity to overcome mainstream barriers and/or provide effective alternative strategies that enable residents to easily access mainstream and nontraditional programs and services.

VI. Investment Area Background & Program Requirements

The Seattle Navigation Center is for individuals, 18 years and older, who are literally homeless and have no fixed, regular, and adequate nighttime residence. The Navigation Center or “Center” will have low barriers to entry, allowing clients to come and go 24-hours per day as desired and bring partners, pets, and possessions. The Center’s primary focus is to work with individuals to move into permanent housing.

A. Overview of Investment Area

Under the direction of HSD staff, awarded agencies will provide facility operations and client services either at a site designated by the City OR at their own site. Applicants must indicate if they are able to provide a site by indicating the model to which they are applying:

Model A City-identified Site: Qualified applicant provides facility operations and/or client services (as indicated in the RFQ) at a site identified and provided by the City. A minimum of 75 individuals will be served at the site.

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

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

Model B Applicant-identified Site: Qualified applicant provides facility operations and/or client services (as indicated in the RFQ) at a new or existing site controlled by the applicant and/or its joint partner/co-applicant. Specify the maximum number of individuals to be served at the site in your narrative responses and budgets.

Model C Current Program Conversion: Qualified applicant provides facility operations and/or client services (as indicated in the RFQ) at a site controlled by the applicant and/or its joint partner/co-applicant. The site will be converted from an existing City emergency shelter, day center, or hygiene center. Specify the maximum number of individuals to be served at the site in your narrative responses and budgets.

The qualified pool of applicants from this RFQ will remain qualified from the close of the RFQ until March 31, 2018. Should further interest and additional funding emerge, only the qualified pool of applicants from this RFQ will be considered for future funding.

B. Service Model

The Center will provide low barriers to entry for referred individuals (see Section VI. C. of Guidelines for referral process) and allow clients to bring along pets, partners, and possessions, as well as enter and leave the 24-hour Center as desired. This low barrier shelter will operate from a Housing First approach in which shelter and housing are offered to people experiencing homelessness without preconditions such as sobriety, mental health treatment, or service participation requirements. Obtaining housing is the primary goal.

All of the following core competencies, including best and evidence based practices, should be addressed in the program design narrative application responses:

- Housing First
- Recovery
- Harm Reduction
- Trauma Informed Care
- Person-centered Approach
- Motivational Interviewing
- Care Coordination
- ADA Accessibility and Accommodations
- Equity and social justice including racial equity and racism

C. Criteria for Eligible Clients

Center clients must be literally homeless individuals, 18 years and older, having no fixed, regular, and adequate nighttime residence. They must be referred to the Center by the City-designated outreach organization(s) (currently REACH). Homeless adults will be referred based on the priority community(ies) and/or focus population(s) established by the City of Seattle (see Section VI. D. below). The City may also develop specific referral criteria based on length of homelessness and other best practices. These referral decisions will be at the discretion of the City.

The Center is not designed or intended as a location that will accept open referrals, client drop-in, or self-referral. Any individuals referred by entities other than the established referral organization or who self-present at the Center will be directed to other resources and given information about shelter alternatives.

Center residents will not be required to be assessed for Coordinated Entry for All (CEA) in advance of coming to the Center. Center clients will be assessed for CEA during their stay at the Center.

D. Priority Community and Focus Population

Priority communities are identified as a group (or groups) comprising a specific demographic (i.e. seniors, youth, families) or having a specific issue in common (homelessness, mental health, violence involved, etc.).

The initial/first priority community for Center clients are literally homeless individuals referred directly from the I-5 East Duwamish Greenbelt (until further notice by the City). This includes:

- Homeless individuals with chronic and profound:
 - Mental health conditions
 - Substance use conditions
 - Ongoing other medical conditions

Focus populations are identified as specific racial or ethnic groups within the priority community and with data showing the highest disparities in the investment area. Priority communities and focus populations for this funding are based on HSD's outcomes framework, a results-based accountability method, and ensures that the department's investments are dedicated to addressing disparities in the population.

Given the percentages of people in the general population and local homeless counts, the focus population(s) for this funding are:

- African American/Black
- Multi-racial
- American Indian/Alaska Native

E. Expected Service Components

Navigation Centers are designed to offer low barrier shelter in a 24-hour facility that is tailored to homeless individuals. Staff on site offer basic needs for shelter, hygiene, food and meals, secure and accessible storage, and supportive services/case management that are organized to quickly route clients into housing or other long-term placement, as needed. The providers at the Center will communicate, encourage, facilitate, and support the clients' progress and activities toward housing and stability. See Appendix B for full description of facility operations, supportive services, and good neighbor practices.

F. Expected Investment Outcomes and Indicators

Contracts awarded under this RFQ will be part of the Seattle-King County Continuum of Care's efforts to make homelessness brief, rare, and one-time. To this end, program performance will be a key part of this RFQ's contracting. Performance measures will include those identified below, as well as other performance measures that may be identified by City and/or regional efforts during contract negotiation or at a later date.

- # Individuals at the Center – both at any given time and over contract period (quantity)
- # Days stay at Center (quantity)
- % Individuals exit to permanent housing (quality)
- % focus population exits to permanent housing (quality)
- # Individuals living unsheltered (impact)

The provider(s) awarded funds under this RFQ are expected to contribute positively to these performance outcomes. Continued funding will be contingent on performance and funding availability.

G. Description of Key Staff and Staffing Level

The Center will have an adequate number of qualified, experienced staff on all shifts to effectively communicate and achieve safety and perform the expected service components. To ensure high quality service delivery and results, agencies must describe how on-site Center managers and supervisors have the necessary training and experience to provide quality services. At minimum, Center leadership (and any leadership from other partner agencies included in this RFQ) must meet the following criteria:

- Three (3) years of experience working with homeless adults, particularly with those currently living unsheltered in Seattle or King County and with a long history of homelessness.
- Three (3) years of experience providing facility operations serving homeless adults.
- Three (3) years of experience providing case management and care coordination service interventions with homeless adults.

H. Other

The Center provider will work closely with City staff who is/are assigned to the Center. The City staff member will spend time at the Center as part of their work assignment which will include conducting regular meetings—such as case conferencing—with the provider’s Center leadership, and other duties to be developed.

VII. Agency Minimum Eligibility Requirements

Applications for this RFQ will be accepted from any legally constituted entities that meet the following minimum eligibility requirements:

- Applicant must meet all licensing requirements that apply to its organization. Companies must license, report and pay revenue taxes for the Washington State Business License (UBI#) and Seattle Business License, if they are required by the laws of those jurisdictions.
- Applicant must have a Federal Tax ID number/employer identification number (EIN) to facilitate payments from the City of Seattle to the provider.
- Applicant must be incorporated as a private non-profit corporation in the State of Washington and must have been granted 501(C) (3) tax exempt status by the United States Internal Revenue Service, the applicant’s 501(C) (3) status must be in good standing and must not have been revoked in the previous calendar year.

OR

If the applicant is a public corporation, commission, other legal entity or authority established pursuant to RCW 35.21.660 or RCW 35.21.730, the applicant’s status as a legal entity must be in good standing and must not have been revoked in the previous calendar year.

OR

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

VIII. Client Data and Program Reporting Requirements

Agencies will be required to input client-level data, program services/activities, unduplicated numbers of individuals assisted, and program outcomes in HMIS as a condition of funding. Direct data entry is required, and data integration is not permitted.

Agency staff will maintain and communicate occupancy information to designated outreach and other personnel to promote informed outreach and site occupancy.

Regular reports to City staff, including the Mayor's Office and City Council, will be a feature of the Navigation Center work. This may include reports on client profiles, status, occupancy, activity, benefits, exits, etc. produced by HMIS or another supplemental agency-managed database as needed.

IX. Contracting Requirements

- Any contract resulting from this RFQ will be between the City of Seattle, through its Human Services Department, and the applicant agency (referred to as “Contractor” in this section).
- Contracts may be amended to ensure that services and outcomes align with the City and/or community needs or due to availability of funding.
- Contractors will be required to comply with the Terms and Conditions of the Human Services Department Master Agency Services Agreement (MASA). These requirements shall be included in any contract awarded as a result of the RFQ and are not negotiable. A copy of the MASA is available on [HSD’s Information for Grantees web page](#).
- HSD will attach Exhibits and Attachments to all resulting contracts which will further specify program terms, rules, requirements, guidelines and procedures.
- Contractors will be required to maintain books, records, documents, and other evidence directly related to performance of the work in accordance with Generally Acceptable Accounting Procedures. The City of Seattle, or any of its duly authorized representatives, shall have access to such books, records and documents for inspection, audit, and copying for a period of seven (7) years after completion of work.
- Contractors must complete all required reports and billing documentation as stated herein and in any resulting contract. Reimbursement will be contingent upon receipt and approval of required reports. Additional data may be required for audit or evaluation purposes.
- All programs funded through this RFQ must publicly recognize HSD’s contribution to the program.
- Contractors will maintain a commercial general liability insurance policy with a minimum limit of \$1,000,000, naming the City of Seattle as insured.
- Contractors must have the capacity to protect and maintain all confidential information gained by reason of any resulting contract against unauthorized use, access, disclosure, modification or loss.
- Contractors must be able to collect and report data as described in Section VIII.

X. Selection Process

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

Applications not meeting requirements of minimum eligibility or application completeness will be deemed ineligible and will be eliminated from further consideration. HSD reserves the right to seek clarification and accept or waive any nonmaterial irregularities or informalities in determining whether or not an application is eligible.

The RFQ coordinator will convene a review panel to evaluate and score the proposals based on the rating criteria and to offer funding recommendations. The review panel will evaluate and rate applications/proposals based on City funding priorities and the narrative responses and criteria outlined in the Application materials. HSD reserves the right to contact the primary contact person listed on the agency's completed Application Cover Sheet (Attachment 2) to clarify application contents.

Following the rating process, the rating committee will forward its funding recommendations to the HSD Director for final decision regarding the award(s). Notification of investment awards will be sent to the Executive Director of the applicant agency (or similar level agency management staff indicated on the application cover sheet).

Due to the competitive nature of this RFQ, beyond any scheduled information sessions offered by HSD, no individual technical assistance will be provided until the appeals process has closed. Applicants may not rely on oral communication from HSD staff at any information session, interview, site visit or otherwise and must review all written materials and addendums related to this RFQ.

HSD reserves the right to make an award(s) without further discussion of the proposal submitted. Therefore, the application should be submitted on the most favorable terms. If the application is selected for funding, applicants should be prepared to accept the proposed terms for incorporation into a contract resulting from this RFQ.

HSD also reserves all rights not expressly stated in the RFQ, including making no awards or awarding partial funding and negotiating with any proposer regarding the funding amount and other terms of any contract resulting from this RFQ.

XI. Appeal Process

An applicant is any legal entity that has responded to a formal funding process conducted by the City of Seattle Human Services Department in soliciting applications for the provision of defined services. Applicants have the right to protest or appeal certain decisions in the award process made by HSD.

The following outlines the opportunity for applicants to appeal a decision made by HSD in the funding process:

1. **Minimum Eligibility Screening Appeal Process:** This process is applicable to applicants notified by HSD that their application was incomplete and/or did not meet the minimum eligibility requirements outlined in the Guidelines and Application document for the specific funding opportunity, and therefore will not be reviewed for funding consideration.
2. **Post-Notice of Award Appeal Process:** This process is applicable to applicants notified by HSD of the final status of their application, as determined by the HSD Director, upon the conclusion of the review

and rating process.

While the grounds for appeals and deadlines differ, both processes will follow the same appeal format and content requirements and decision process, except as otherwise stated herein.

Minimum Eligibility Screening Appeal Process

Grounds for Appeals:

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

Appeals Deadlines:

1. The Human Services Department will notify applicants in writing if their application was incomplete and/or did not meet the minimum eligibility requirements outlined in the Guidelines and Application document for the specific funding opportunity.
2. Any applicant wishing to appeal must submit a written appeal to the HSD Director within five (5) business days from the date of the written notification by HSD.
3. The HSD Director will review the written appeal and may request additional oral or written information from the appellant organization. A written decision by the HSD Director will be made within ten (10) business days of the receipt of the appeal. The HSD Director's decision is final.
4. HSD will not finalize a contract resulting from the solicitation until the appeal process has closed; however, an appeal based upon an application's incompleteness or failure to meet minimum eligibility requirements will not prevent HSD from moving forward with the review and rating process for other applications. HSD reserves the right to issue an interim contract for services to meet important client needs.

Post-Notice of Award Appeal Process

Grounds for Appeals:

Only an appeal alleging an issue concerning the following subjects shall be considered:

- A matter of bias, discrimination or conflict of interest.
- Violation of policies or failure to adhere to guidelines or published criteria and/or procedures established in a funding opportunity.

Appeals Deadlines:

1. The Human Services Department will notify all applicants in writing of the final status of their application. For awarded applications, if appropriate, the level of funding to be allocated will be stated.
2. Any applicant wishing to appeal a decision regarding award must submit the appeal in writing to the HSD Director within ten (10) business days from the date of the written notification by HSD.
3. The HSD Director will review the written appeal and may request additional oral or written information from the appellant organization. A written decision by the HSD Director will be made within five (5) business days of the receipt of the appeal. The HSD Director's decision is final.

4. HSD will not finalize a contract resulting from the solicitation until the appeal process has closed; however, HSD reserves the right to issue an interim contract for services to meet important client needs.

Appeal Format and Content:

A notice to HSD staff that an applicant intends to appeal does not reserve the right to an appeal. The applicant must file an appeal within the required deadline and follow the proper format. A casual inquiry, complaint or an appeal that does not provide the facts and issues, and/or does not comply with the form, content or deadline herein, will not be considered by the Department or acted upon as an appeal.

All appeals shall be in writing and state that the applicant is submitting a formal appeal. Deliveries by hand, mail or email are acceptable methods. HSD is not responsible for ensuring that an appeal is received within the appeal deadlines. If HSD does not receive the appeal by the deadline, the protest will be rejected.

Appeals must be addressed to:

Catherine Lester, Director
Seattle Human Services Department
700 5th Avenue, Suite 5800
P.O. Box 34215
Seattle, WA 98124-4125

Email: Catherine.Lester@seattle.gov

Include the following information and any additional information you would like considered in the appeal. Failure to provide the following information may result in rejection of the appeal if the materials are not sufficient for HSD to adequately consider the nature of the appeal:

1. Agency name, mailing address, phone number and name of individual responsible for submission of the appeal;
2. Specify the funding opportunity title;
3. State the specific action or decision you are appealing;
4. Indicate the basis for the appeal including specific facts;
5. Indicate what relief or corrective action you believe HSD should make;
6. Demonstrate that you made every reasonable effort within the funding process schedule to resolve the issue, including asking questions, attending information sessions, seeking clarification and otherwise alerting HSD to any perceived problems; and
7. Signed by the Agency's Executive Director or similar level agency management staff.

Appeals Process:

Within two (2) business days of receiving an appeal according to the appeals submission process outlined herein, the applicant will receive a receipt from the HSD Director's Office notifying the applicant of the date, time and method by which the appeal was received. If the applicant does not receive a receipt within two business days, it should be assumed that HSD did not receive the appeal and it will therefore not be considered.

The HSD Director will review the appeal. All available facts will be considered and the HSD Director shall issue a final decision. This decision shall be delivered in writing by email or mailed letter to the individual making the appeal and the Agency's Executive Director or similar level agency management staff who signed the appeal.

Each written determination of the appeal shall specify whether the HSD Director:

1. Finds the appeal lacking in merit and upholds the City action; or

2. Finds only immaterial or harmless errors in HSD's funding process and therefore rejects the appeal; or
3. Finds merit in the appeal and:

For the Minimum Eligibility Screening Appeal Process: proceeds with inclusion of the original application, as submitted, in the application review and rating process. (This does not guarantee an award from the funding process, but rather allows the originally rejected application to re-enter the evaluation process for funding consideration.)

For the Post-Notice of Award Appeal Process: states the appropriate action, which may include but is not limited to rejecting all intended awardees, making partial award, re-tabulating scores, or any other action determined by the HSD Director.

If HSD finds an appeal without merit, HSD may continue with the funding process (contract execution). Even if the appeal is determined to have merit, HSD may issue an interim contract for services to meet important client needs. Nothing herein shall diminish the authority of HSD to enter into a contract, whether an appeal action or intention to appeal has been issued or otherwise.



City of Seattle
Human Services Department

2016
Seattle Navigation Center
Request for Qualification

APPLICATION

Instructions and Materials

This Application Instructions and Materials packet contains information and materials for respondents applying for the 2016 Seattle Navigation Center Request for Qualification (RFQ). The RFQ Guidelines is a separate document that outlines the RFQ award process and provides more details on the service and funding requirements.

I. Submission Instructions & Deadline

Completed application packets are due by 12:00 p.m. (Noon) on Tuesday, September 27, 2016.

Application packets must be received in person, by mail, or electronic submission. No faxed or e-mailed proposals will be accepted. Proposals must be received and date/time stamped by the 12:00 p.m. (Noon) deadline. *Late proposals will not be accepted or reviewed for funding consideration.*

Applicants must make arrangements to ensure that applications are received by HSD by the deadline, regardless of the submission method selected. When using HSD's Online Submission System, it is advisable to upload application documents several hours prior to the deadline in case you encounter an issue with your internet connectivity which impacts your ability to upload documents. HSD is not responsible for ensuring that applications are received by the deadline.

- Electronic Submittal: Application packets may be submitted electronically via HSD's Online Submission System at <http://web6.seattle.gov/hsd/rfi/index.aspx>.
- Hand Delivery or US Mail: The application packet can be hand-delivered or mailed to:

Seattle Human Services Department
RFQ Response – Seattle Navigation Center
Attn: Jess Chow

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

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

II. Format Instructions

- A. Applications will be rated only on the information requested and outlined in this RFQ, including any clarifying information requested by HSD. Do not include a cover letter, brochures, or letters of support. Applications that do not follow the required format may be deemed ineligible and may **not** be rated.
- B. The application should be typed or word processed on double-sided, letter-sized (8 ½ x 11-inch) sheets. Use one-inch margins, single spacing, and minimum size 11-point font.
- C. The application may not exceed a total of 14 pages including the narrative sections and attachments (unless the attachment is requested and specifically states that it will not count toward the page limit). Pages that exceed the page limitation will not be rated.
- D. Organize your application according to the section headings that follow in Section III. For the narrative questions, please include section titles, and question numbers. Do not rewrite the questions for specific elements of each question.

III. Proposal Narrative & Rating Criteria

Write a narrative response to sections A – E. Answer each section completely according to the questions. Complete responses include descriptions of challenges and successes. Do not exceed a total of 14 pages for section A – E. combined.

NARRATIVE QUESTIONS

A. PROGRAM DESIGN DESCRIPTION (25 points)

1. Describe your program model and outline the key service components in your program. Include when and where (times, days of week, etc.) services will be delivered and by whom.
 - Describe how the service components will help your program achieve the required outcomes and deliverables.
2. Describe the priority community(ies) and focus population(s) to be served.
 - Describe how your program will serve the priority community and focus population(s) listed in Sections IV and VI of the funding Guidelines.
 - Describe your understanding of the unique characteristics and experiences of these populations such as strengths, needs, concerns, geographic region, age, ethnicity, language, and other defining attributes.
3. Describe how you will solicit and incorporate input from the priority communities and focus population(s) into your program and ongoing services.
4. Provide a list of and a brief job description for all key personnel who will have a significant role in service delivery on site.

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

- Applicant presents a thorough description of the program that includes an understanding of the service components, such as required Housing First and Recovery practices, and evidence of likely success in meeting outcomes.
- Applicant demonstrates an ability to build upon existing service delivery systems.
- Applicant demonstrates an ability to comply with program requirements.
- Applicant clearly defines the priority communities and focus population(s).
- The program description shows a strong connection with the priority communities and focus population(s) and an understanding of their strengths, needs, and concerns.

- Applicant demonstrates an understanding of the unique features and experiences of the priority communities and focus population(s).
- Applicant demonstrates a plan to incorporate input from program clients.
- The program has a sufficient number of qualified staff (or partners) to deliver the services as described, or a plan to build staff capacity in a short time.

B. CAPACITY AND EXPERIENCE (25 points)

1. Describe your organization’s success ensuring the basic needs of shelter, hygiene, food and meals, and housing placement in a shelter or other comparable environment. Include your organization’s ability to address changes in funding, staffing, changing needs in the community, and developing and/or maintaining board or leadership support.
2. Describe your plan for staff recruitment, training, supervision, retention, and turn-over response for the proposed program. Complete and submit the Proposed Personnel Detail Budget (Attachment 4) Budget worksheets will not count toward the 14-page narrative limit.
3. Describe your proposed site opening date and estimated date for site occupancy as well as the project plans, factors, timelines.
4. Describe your experience securing permanent housing for people who are literally homeless the Seattle-King County region.
5. Describe your organization’s experience with HMIS data entry – collecting, storing, and analyzing client information and program activities.
6. What is your technical capacity for tracking client information and producing reports for a variety of audiences?

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

- The program description demonstrates the applicant’s experience in delivering the service for at least three years.
- Applicant describes processes for maintaining quality staff that matches the levels needed to run the program as described.
- Applicant describes realistic project timelines and related factors.
- Applicant demonstrates successful experience adapting to changes in funds and community needs.
- Applicant’s leadership is likely to provide strong ongoing support for the service proposed.
- Applicant demonstrates sufficient experience securing permanent housing for people who are literally homeless.
- Applicant demonstrates an understanding of and capacity for data management in HMIS.
- Applicant demonstrates experience applying and communicating data for program decision-making

C. PARTNERSHIPS AND COLLABORATION (20 points)

1. Describe how the proposed project will collaborate with other agencies/programs to deliver services. What are the benefits of this effort for program clients? Please identify any areas that will consolidate the provision of services across agencies.
2. If the proposal includes collaborations and/or partnerships, name the partners in this arrangement. Explain the roles and responsibilities for service delivery of each partner. Provide signed letters of intent from any partner providing key program elements. Partnership letters will not be counted toward the maximum page limit.
3. Describe how you will transfer clients and their care plans to other programs and agencies in a proactive, seamless, client-friendly manner.

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

- Applicant describes effective partnerships and collaborations that enhance service quality, minimize duplication, enhance the resources available and provide benefit to program clients.

- Applicant has submitted signed letters of intent from partners.
- Applicant describes how clients and their care plans will be transferred to other programs and agencies in a proactive, seamless, client-friendly manner.

D. CULTURAL COMPETENCY (20 points)

1. Describe your experience providing services to literally homeless and chronically homeless individuals of all genders and including the focus populations. If current experience is limited with the priority racial and/or ethnic groups, what steps will you take over the course of the contract period to provide culturally competent services on site?
2. Describe how the agency board, staff, and volunteers represent the cultural, linguistic and socio-economic background of program clients.
3. Describe your program’s strategy for ensuring cultural and linguistic competence will be infused through your policies, procedures and practices at the Navigation Center.

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

- Applicant demonstrates understanding of cultural competence and describes how cultural competence is incorporated into the program and service delivery, specifically with the identified populations.
- Applicant demonstrates the ability to provide culturally competent services within diverse communities.
- Applicant has a proven track record of providing culturally and linguistically relevant services to diverse priority communities and focus population(s).
- Applicant’s staff and volunteer composition reflects the cultural and linguistic characteristics of the priority communities and focus population(s).
- Applicant’s board composition reflects the cultural and linguistic characteristics of the priority communities and focus population(s).
- Applicant describes existing policies and procedures that demonstrate a respect and appreciation for the cultural and linguistic characteristics of the priority communities and focus population(s).

E. BUDGET AND LEVERAGING (10 points)

1. Complete the two budget sheets. This does not count toward the 14-page narrative limit. The costs reflected in this budget should be for the program area only, not the total agency budget. Indicate how many clients you propose to serve at one time and in total with the proposed budget.
2. Describe how these funds will be used and identify other resources and amounts that will be used to support the clients served by this program.
3. Describe your organization’s financial management system. How does your agency establish and maintain general accounting principles to ensure adequate administrative and accounting procedures and internal controls necessary to safeguard all funds that may be awarded under the terms of this RFQ. Entities without such capabilities may wish to have an established agency act as fiscal agent.
4. Describe how your agency has the capability to meet program expenses in advance of City reimbursement.

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

- Costs are reasonable and appropriate given the nature of the service, the priority communities and focus population(s), the proposed level of service, number to be served, and the proposed outcomes.
- The proposed program is cost effective given the type, quantity, and quality of services.
- The applicant identifies other funds to be used with any funds awarded from this RFQ for providing the services described in the proposal, and provides evidence that these funds are sustainable.

- The applicant has a demonstrated capacity to ensure adequate administrative and accounting procedures and controls necessary to safeguard all funds that may be awarded under the terms of this RFQ.
- The applicant demonstrates the capability to meet program expenses in advance of reimbursement.

Total = 100 points

IV. Completed Application Requirements

AT APPLICATION SUBMITTAL

To be considered Complete, your application packet must include all of the following items or the application will be deemed incomplete and will not be rated:

1. A completed and signed two-page Application Cover Sheet (Attachment 2).
2. A completed Narrative response (see Sections II & III for instructions).
3. A completed Proposed Program Budget (Attachment 3).
4. A completed Proposed Personnel Budget (Attachment 4).
5. Roster of your agency's current Board of Directors, including corporate and/or community affiliations and racial and/or ethnic affiliations.
6. Minutes from your agency's last three Board of Directors' meetings.
7. Current verification of nonprofit status or evidence of incorporation or status as a legal entity. Your agency must have a federal tax identification number/employer identification number.
8. If your agency has an approved indirect rate, a copy of proof that the rate is approved by an appropriate federal agency or another entity.
9. If you are proposing a partnership with another agency, attach a signed letter of intent from that agency's Director or other authorized representative.

AFTER MINIMUM ELIGIBILITY SCREENING AND DETERMINATION OF A COMPLETED APPLICATION

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

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

V. List of Attachments & Related Materials

- Attachment 1: Application Checklist
Attachment 2: Application Cover Sheet
Attachment 3: Proposed Program Budget
Attachment 4: Proposed Personnel Detail Budget

2016 Seattle Navigation Center Application Checklist

This optional checklist is to help you ensure your application is complete prior to submission. Please do not submit this form with your application.

HAVE YOU....

- Completed and signed the 2-page Application Cover Sheet (Attachment 2)?***
- Completed each section of the Narrative response?**
- Must not exceed 14 pages (8 ½ x 11), single-spaced, double-sided, size 11 font, with 1-inch margins. Applicants do NOT have to repeat the questions in the narrative section.
 - Page count does not include the required forms (Attachments 2, 3, and 4) and supporting documents requested in this RFQ.
 - A completed narrative response addresses all of the following:
 - Program Design Description (25%)
 - *There should be a separate section for each service component you have selected. To avoid repeating yourself, it is acceptable to refer to a previous service component where appropriate (e.g. "same as previous component").*
 - Capacity and Experience (25%)
 - Partnerships and Collaboration (20%)
 - Cultural Competency (20%)
 - Budget and Leveraging (10%)
- Completed the full Proposed Program Budget (Attachment 3)?***
- Completed the full Proposed Personnel Detail Budget (Attachment 4)?***
- Attached the following supporting documents?***
- Roster of your current Board of Directors, including corporate and/or community affiliations and racial and/or ethnic affiliations
 - Minutes from your agency's last three Board of Directors' meetings
 - Current verification of nonprofit status or evidence of incorporation or status as a legal entity
 - If your agency has an approved indirect rate, have you attached a copy of proof that the rate is approved by an appropriate federal agency or another entity?
- If you are proposing partnership with another agency, have you attached a signed letter of intent from that agency's Director or other authorized representative?***

**These documents do not count against the 14-page limit for the proposal narrative section.*

All applications are due to the City of Seattle Human Services Department by **12:00 p.m. (Noon) on Tuesday, September 27, 2016**. Application packets received after this deadline will not be rated. See Section I for submission instructions.



City of Seattle
Human Services Department

2016 Seattle Navigation Center Request for Qualification
Application Cover Sheet

1. Applicant Agency:			
2. Agency Executive Director:			
3. Agency Primary Contact			
Name:		Title:	
Address:			
Email:			
Phone #:			
4. Organization Type			
<input type="checkbox"/> Non-Profit <input type="checkbox"/> For Profit <input type="checkbox"/> Public Agency <input type="checkbox"/> Other (Specify):			
5. Federal Tax ID or EIN:		6. DUNS Number:	
7. WA Business License Number:			
8. Model A or B or C and maximum number of clients on site (as outlined in Guidelines Section VI):			
9. Funding Amount Requested:			
10. # of clients to be served per year:			
11. % of exits to permanent housing:			
12. % of stays 30 days or less:			
13. Partner Agency (if applicable):			
Contact Name:		Title:	
Address:			
Email:		Phone Number:	
Description of partner agency proposed role and responsibilities:			

14. Partner Agency (if applicable):

Contact Name:

Title:

Address:

Email:

Phone Number:

Description of partner agency proposed role and responsibilities:

Authorized physical signature of applicant/lead agency

To the best of my knowledge and belief, all information in this application is true and correct. The document has been duly authorized by the governing body of the applicant who will comply with all contractual obligations if the applicant is awarded funding.

Name and Title of Authorized
Representative:

Signature of Authorized Representative: _____ Date: _____