



Home For Good Funders Collaborative

Spring 2013 Request for Proposals (RFP)

Participating Funders

Private Funders

Annenberg Foundation
California Community Foundation
Cedars Sinai Hospital
City National Bank
Conrad N. Hilton Foundation
Corporation for Supportive Housing
Downtown Business Association
Goldman Sachs
J.P. Morgan Chase
Kaiser Permanente
Snak King
The California Endowment
The Carl and Roberta Deutsch Foundation
UniHealth Foundation
United Way of Greater Los Angeles
W.M. Keck Foundation

Public Funders

City of Pasadena
Housing Authority of the City of Los Angeles
Housing Authority of the City of Santa Monica
Housing Authority of the County of Los Angeles
Los Angeles Housing Department (to be confirmed)
L.A. County Department of Health Services
L.A. County Department of Mental Health
L.A. County Department of Public Health

TABLE OF CONTENTS

	Page #
I. Background	3
II. Funders Collaborative Values	4
III. Organizational Eligibility and General Criteria	4
IV. Funding Areas and Specifications	
A. Funding Area # 1 Permanent Supportive Housing Creation & Operations	5
B. Funding Area #2 Moving On Initiative	6
C. Funding Area # 3 California Community Foundation Innovations Grant	6
D. Funding Area #4 Los Angeles Housing Department Affordable Housing Trust Fund	6
E. Table: Summary of Funding Areas	7
F. Competitive Program Design	10
IV. Application Process	11
VI. Proposal Narrative	
A. Project Design	
• Funding Area #1 – Permanent Supportive Housing (PSH) Creation and Operations Grants	13
• Funding Area #2 – Moving on from Permanent Supportive Housing	14
• Funding Area #3 – California Community Foundation Innovations grant	15
• Funding Area #4 – City of Pasadena Rapid Rehousing for Homeless Families	16
B. Organizational Capacity and Experience	17
C. Project Evaluation	17
D. Participation in your CoC’s Homeless Management Information System (HMIS)	17
E. Sustainability	17
F. Proposed Outcomes	17
VII. Project Budget	19
VIII Additional Materials	21
X. Request for Proposal Funding Application Timeline	22

Home For Good: A Community Action Plan to End Chronic & Veteran Homelessness

On any given night in Los Angeles County, there are over 51,000¹ persons who experience homelessness, including 12,560 who are chronically homeless. Chronic homelessness is defined as being homeless for a year or more and having a disabling mental health, substance abuse and/or physical health condition. Residing in places unfit for human habitation such as under freeway overpasses, in riverbeds, behind dumpsters, and in abandoned cars, chronically homeless persons are at great risk of dying without intervention. Approximately 23% of chronically homeless individuals are Veterans.

In November 2010, The Business Leaders Task Force on Homelessness, a partnership of United Way of Greater Los Angeles and the L.A. Area Chamber of Commerce, launched an action plan called **Home For Good** to outline a solution for ending chronic and Veteran homelessness in L.A. County by 2016.

The plan outlines critical systems changes needed to end homelessness in our region, with a focus on ending chronic and Veteran homelessness. To date, 4,447 chronically homeless persons and Veterans have been placed² into permanent housing with supportive services. In addition, over 100 public, private, and nonprofit leaders have endorsed the plan.

Funders Collaborative

As part of **Home For Good** implementation, public and private funders have created a Funders Collaborative to align funding for permanent supportive housing, a critical solution to end chronic homelessness. Permanent Supportive Housing (PSH) is affordable housing for homeless persons with disabilities that provides in house access to ongoing supportive services including medical services, mental health, case management,

substance abuse treatment, and employment training.

The Home For Good Funders Collaborative (the Collaborative) has created a single Request for Proposals (RFP), to align the values and priorities, and funding decisions of its Collaborative members. This approach ensures funding provided by Collaborative members are leveraged to create maximum impact. United Way of Greater Los Angeles is the administrator of the Collaborative.

Collaborative Workgroup Members

Private

Aileen Getty Foundation
Annenberg Foundation
California Community Foundation
Cedars Sinai Hospital
Conrad N. Hilton Foundation
Corporation for Supportive Housing –Los Angeles
Dignity Health (formerly known as Catholic Healthcare West)
Enterprise Community Partners
J.P. Morgan Chase
Kaiser Permanente
W.M. Keck Foundation
The California Endowment
The Carl and Roberta Deutsch Foundation
UniHealth Foundation
United Way of Greater Los Angeles
Weingart Foundation

Public

City of Burbank
City of Pasadena
City of Santa Monica
Housing Authority City of Los Angeles (HACLA)
Housing Authority County of Los Angeles (HACoLA)
HUD - Los Angeles Field Office
Los Angeles County CEO's Office
L.A. County Department of Mental Health (DMH)
L.A. County Department of Health Services (DHS)
L.A. County Department of Public Health (DPH)
Los Angeles Homeless Services Authority (LAHSA)
Los Angeles Housing Department (LAHD)
Office of Supervisor Mark Ridley-Thomas
Office of Supervisor Zev Yaroslavsky
Veteran Affairs Greater L.A. Healthcare System

¹ Homeless count data is derived from the Los Angeles Homeless Services Authority, City of Glendale, City of Pasadena, and the City of Long Beach's 2011 Point In Time Homeless Counts.

² Home For Good 2011 Annual Report

Funders Collaborative Values

In our efforts to end chronic homelessness, we value:

1. **Dignity.** Everyone deserves a home. Homeless individuals should have the option to enter permanent housing immediately, without requirements to complete a program or participate in services.
2. **Collaboration & Alignment.** Through our partnerships as funders, and the partnerships of housing and services providers, we can better leverage resources to improve capacity and maximize impact.
3. **Effectiveness & Efficiency.** We support housing and services that are both effective in helping homeless individuals thrive in housing through cost-effective models.
4. **Evaluation & Learning.** Evaluation will be crucial in understanding and sharing what works.
5. **Innovation.** We support the development of new and creative housing strategies and solutions.
6. **Localization.** Because homelessness exists in every region, we need housing options in every community.
7. **Opportunities to Thrive.** Services in housing, including health, mental health, substance abuse and case management services, are crucial to the vitality of formerly chronically homeless individuals.
8. **Self-Determination.** Our homeless neighbors should have a voice in their housing and should not be penalized for exercising their right to choose from available housing options.
9. **Stability.** Permanent housing is a critical first step on the road to wellness for those who are struggling with substance abuse, mental health, or chronic health problems.
10. **Sustainability.** We must invest in the long-term sustainability of projects providing housing and services to chronically homeless people.

Organization Eligibility and General Criteria

Providers must meet the minimum application eligibility criteria described below before submitting an application for consideration.

- Funding is available to organizations that are exempt under Section 501(c)(3) of the Internal Revenue Code and are classified as “not a private foundation” under Section 509(a).
- Organizations must operate or provide services within the stated geography within Los Angeles County. If the parent organization is located outside the stated geographic project area, the applicant must demonstrate the ability to operate or provide services within the geographic area of Los Angeles County.
- Organizations must operate or provide services in a manner that does not discriminate due to ethnicity, race, color, creed, religion, gender, national origin, age, disability, marital status, sexual orientation, gender identity, or Veteran’s discharge status.
- Multiple organizations may apply as a consortium, however a lead agency must be designated to be responsible for completing the application and administering any contract and grant funds awarded to its collaborative members and receive grant funds.
- Applicants applying for City of Santa Monica or City of Pasadena resources must commit to serve clients who are or have been homeless residents of those respective cities.

FUNDING AREAS AND SPECIFICATION

The Collaborative seeks competitive proposals that promote the well-being of chronically homeless persons transitioning into permanent supportive housing. Through this effort, Funders seek to create a streamline service delivery system for the provision of supportive services to persons within their own home, to increase the number of permanent supportive housing units in Los Angeles County dedicated to chronically homeless households, and to provide flexibility in housing options based on a clients' need. The Collaborative will invest in supportive services (e.g., mental health, physical health, case management), move-in and move-out assistance, capital, general operating, and rental subsidies through grants awarded under this RFP.

Proposals must target permanent supportive housing for individuals, families, Veterans, or youth who meet the HUD definition of chronically homeless and reside within Los Angeles County.³

Grants awarded under this RFP will be either for one or two years. Proposers awarded a two year grant shall agree that second year funding renewals will be contingent upon the provider's performance as determined by the Collaborative and/or the successful fundraising efforts by the Funders Collaborative.

FUNDING AREA #1 PERMANENT SUPPORTIVE HOUSING CREATION & OPERATIONS

Supportive Services

Supportive services must be dedicated to new, chronically homeless tenants (or tenants placed during the previous funding year for current grantees), and include case management, mental health, health, substance abuse services, mobile crisis intervention teams, and retention activities. Applicant must demonstrate how provider will continue services after the initial 2 year grant period, including linkages to mainstream programs. Organizations focused on chronically homeless Veterans are encouraged to apply.

Funding is also available for move-in assistance to provide timely security deposits. Providers who have existing funding sources for security deposits may apply for move-in assistance to help clients purchase furniture and other household goods, and make utility deposits

The Housing Authority of the City of Santa Monica will review successful proposals awarded under this funding area and who are serving chronically homeless persons from and/or residing in the City of Santa Monica for consideration of housing vouchers.

U.W. Applicants: This funding area is linked to United Way's Housing Stability RFP. If organizations are applying for Funding Area #1, they are not eligible to apply for United Way's Rapid Rehousing or Systems Change funds.

³ A "chronically homeless" household is defined by HUD as "an unaccompanied homeless individual or head of household with a disabling condition who has either been continuously homeless for a year or more, or has had at least four episodes of homelessness in the past three years."

FUNDING AREA #2 MOVING ON FROM PERMANENT SUPPORTIVE HOUSING

Moving On Initiative

Funding will be provided to facilitate the movement from permanent supportive housing for those who are eligible to receive tenant-based Section 8 and who have a desire to leave supportive housing as the result of changes to their services and/or housing preference needs. These funds can be used for move-in assistance and transitional supportive services designed to facilitate the positive transition from PSH into private apartments in the community that accept tenant-based vouchers. Providers must be willing to rededicate vacated units to newly housed chronically homeless persons, including chronically homeless families using a housing first approach. Supportive Service providers must gain a commitment from PSH owners to re-dedicate vacated units to chronically homeless persons.

FUNDING AREA # 3 CALIFORNIA COMMUNITY FOUNDATION INNOVATIONS GRANT

Production or Preservation of Permanent Supportive Housing Units

Funding will be provided for general support for specific projects or programs that will lead to more efficient ways to either produce new or preserve existing permanent supportive housing units for chronically homeless individuals. Awards will be targeted to experienced developers of permanent supportive housing with proposals focused on planning, research, or testing of demonstration projects. More competitive proposals will be replicable or scalable.

*All grants are subject to Board approval of the California Community Foundation.

FUNDING AREA #4 CITY OF PASADENA RAPID REHOUSING FOR FAMILIES

The City of Pasadena is seeking applicants to rapidly rehouse homeless families living in shelter or in places not meant for human habitation as part of a demonstration project. Chronically homeless families are a priority population. Competitive proposals will demonstrate a strong supportive service network that will assist families in becoming self-sufficient by the end of the grant period. Successful applicants must also demonstrate capacity to administer rapid rehousing funds.

Funding can be used for short-term rental assistance, move-in costs, utility assistance and supportive services.

FUNDING AREA #5: LOS ANGELES HOUSING DEPARTMENT AFFORDABLE HOUSING TRUST FUND

Applicants must visit www.lahd.lacity.org and follow the online submittal process.

FUNDING AREAS & SPECIFICATIONS

SPRING 2013 RFP

This table is provided as a guide to help applicants determine the best opportunities for your organization.

Summary of Funding Areas 1-3

Funding Areas	Strategy	Project Focus	Grant Term	Grant Size (per year)	Geography	Application Process Please see pg. 10
1. Permanent Supportive Housing Creation and Operations	<p>This is a pool of private funding dedicated toward enriching supportive services in permanent supportive housing including units turning over in existing PSH projects, scattered site units, and new development units coming online.</p> <p>Applicants can apply for 1 or 2 years of funding. Funding for the 1st year is dedicated to placing new persons and the 2nd year funding is committed to retain those persons. The Collaborative encourages innovation, effectiveness, and the creation of opportunities to thrive.</p> <p><u>Eligible applicants include:</u></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Must provide supportive services to persons who are chronically homeless in PSH units coming online in 2013-2014. Organizations focused on chronically homeless Veterans are encouraged to apply. <input checked="" type="checkbox"/> Must demonstrate access to units that will be available between July 1, 2013 and June 30, 2014 through ownership of existing stock, master lease agreements, contract(s) with a PHA for housing vouchers, or have a strong track record working with private landlords. 	<ul style="list-style-type: none"> • Supportive Services 	1 -2 years	\$30,000 to \$150,000 (Max. \$3,000/ unit)	Countywide	UW Online Application
		<ul style="list-style-type: none"> • Move-in assistance 	1 year	\$20,000 to \$100,000 (Max. \$2,000/unit)		
2. Moving On Grant	<p>This is a pool of private funding dedicated to assisting formerly homeless individuals move out of permanent supportive housing with project-based subsidies or Shelter Plus Care Programs into less service intensive affordable housing with Section 8 tenant based vouchers. Vacated</p>	<ul style="list-style-type: none"> • Transitional Supportive Services 	1 year	\$7,500 -\$30,000 (Max \$1,500/ person)	Countywide	UW Online Application

	<p>units MUST be backfilled with newly placed chronically homeless persons using a housing first strategy.</p> <p><u>Eligible providers include:</u></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Non-profit single site and scattered site permanent supportive housing providers who agree to: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fill units vacated through the Moving On Initiative with individuals who are chronically homeless <input checked="" type="checkbox"/> Provide pre and post transitional support services to tenants that are moving out of PBV PSH or SPC housing program as needed. <input checked="" type="checkbox"/> Participate in evaluation 	<ul style="list-style-type: none"> • Housing Location • Move-In Assistance 				
<p>3. CCF Innovations Grant</p>	<p>This grant provides support for specific projects or programs that will lead to more efficient ways of either producing new or preserving existing permanent supportive housing, including units for chronically homeless individuals. More competitive proposals will be replicable or scalable.</p> <p>Applicants can apply for projects/programs of 1-2 years in length with the total grant amount available of \$100,000 per project/program.</p> <p>Competitive process, 3-5 grants will be awarded.</p> <p><u>Eligible applicants include:</u></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Must have a minimum of three years of successful history with production or preservation of permanent supportive housing. <input checked="" type="checkbox"/> Must be experienced in development and ownership of existing permanent supportive housing units with a minimum of 200-400 units in portfolio or under development, 30% of which must be permanent supportive housing units. <input checked="" type="checkbox"/> A minimum of 50% of units in project/program site(s) should be designated for permanent supportive housing. <input checked="" type="checkbox"/> Eligible Uses: Program planning, research, data analysis or testing of demonstration projects, or specific plans. 	<ul style="list-style-type: none"> • Production of Permanent Supportive Housing Units • Preservation of Permanent Supportive Housing Units 	1-2 year	Up to \$100,000	Countywide	UW Online Application

	Grant awards are subject to Board approval of the California Community Foundation.					
4. City of Pasadena Rapid Rehousing for Homeless Families	<p>Seeking one applicant to manage the City of Pasadena’s rapid rehousing program for homeless families. Targeted population includes chronically homeless families.</p> <p>Eligible applicants include:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Organizations committed to serving homeless families from and/or currently residing in the City of Pasadena <input checked="" type="checkbox"/> Must demonstrate linkages to strong supportive services network including job training programs, employment, enrollment to mainstream benefits, and other activities that promote self-sufficiency. <input checked="" type="checkbox"/> Must provide supportive services and eviction mitigation strategies to help retain tenants in housing. <input checked="" type="checkbox"/> Rapid Rehousing Grants Administration: Must be able to process landlord payments and move-in assistance grants within 5 business days for up to 20 clients. 	<ul style="list-style-type: none"> • Rental Subsidy • Move-in Costs • Supportive Services 	2 year	\$100,000 each year	City of Pasadena	UW Online Application

FUNDING AREAS & SPECIFICATIONS

COMPETITIVE PROGRAM DESIGN

Competitive proposals will address the following components in the applicable Proposal Narrative section(s):

- 1. Housing First.** Use an approach in which homeless individuals are not required to complete a program, participate in services, or demonstrate sobriety to enter or maintain housing.
- 2. Housing Access.** Provide access to housing resources via site control for new development, access to PHA housing vouchers and relationships with landlords for scattered site, or access to units for turnover or master leasing.
- 3. Retention Services.** Demonstrate ability to provide on-site supportive services to support housing retention, including health, mental health, case management, substance abuse, and eviction prevention services. Services can be provided by the applicant or through a consortium.
- 4. Prioritization.** Describe clear process by which chronically homeless people will be identified and prioritized for housing within the rules of Fair Housing. *Funding priority will be given to proposer organizations that are able to target the most vulnerable and/or costly chronically homeless individuals, including Veterans.*
- 5. Successful Track Record.** Detail a strong history of rapid rehousing and/or housing retention (based on area of funding request). For organizations building capacity in this area, collaboration with an organization with a strong track record must be outlined.
- 6. Evaluation.** Demonstrate the ability to track and measure the success of the funded program through tracking key metrics and outcomes, and utilization of an HMIS system.
- 7. Leverage.** Describe other funding streams that will be leveraged to offset proposed costs, if not applying for full funding for the permanent supportive housing project through this RFP. Funding priority will be given to those proposers capable of offsetting the greatest amount of costs from non-Collaborative partners.

APPLICATION PROCESS

APPLICATION INSTRUCTIONS FUNDING AREAS #1-4:

Applicants may apply for more than one Funding Area; however a separate Proposal Narrative must be completed for each area for which you apply.

Applications are due by **Tuesday, April 9, 2013 at 5:00PM** through United Way's online portal. **Faxed, e-mailed, hand delivered, or late applications will NOT be accepted. There will be no exceptions**

All applicants must register to receive a new user name and password. To access the online portal, please visit www.cybergrants.com/unitedwayla/quiz and follow the instructions.

Complete all of the following sections on the online application:

- Organizational Information
- Application Financial Addendum
- Financial Review Form
- Project Budget Summary
- Project Location
- Proposal Narrative
 - A. Project Design
 - Funding Area #1 – Permanent Supportive Housing (PSH) Creation and Operations Grants
 - Funding Area #2 – Moving on from Permanent Supportive Housing
 - Funding Area #3 – California Community Foundation Innovations grant
 - Funding Area #4 – City of Pasadena Rapid Rehousing for Homeless Families
 - B. Organizational Capacity and Experience
 - C. Project Evaluation
 - D. Participation in your CoC's Homeless Management Information System (HMIS)
 - E. Sustainability
- Project Budget
- Additional Materials

APPLICATION INSTRUCTIONS FUNDING AREAS #5:

Applicants must visit www.lahd.lacity.org and follow the online submittal process.

PROPOSAL NARRATIVE TEMPLATE

Funding Area # 1: Permanent Supportive Housing Creation and Operations

A. Project Design: Answer the following to describe your proposed project.

1. **STATEMENT OF NEED:** Describe the current need for PSH in your community and how your proposed project will address this need through securing or retaining units of housing for chronically homeless individuals and/or families. (Character Limit: 1000)
2. **TARGETING AND PRIORITIZATION:** How will tenants be identified and prioritized for housing? Is this an improvement over current methods of identifying and prioritizing chronically homeless tenants, and if so, describe how. Will chronically homeless Veterans be included in the prioritization process? How will these units remain dedicated to this population even after the grant period? (Character Limit: 1500)
3. **HOUSING FIRST APPROACH:** Describe your organization's housing placement process and specify whether or not it is a Housing First approach. Are there any rules that tenants must meet to be placed into permanent supportive housing, or rules that they must follow while living in housing? If so, please explain the purpose of each rule. (Character Limit: 1000)
4. **PSH HOUSING SUPPLY:** Describe your current supply of housing units and average length of time and process for securing additional units, including use of interim housing units if applicable. Include details on status of new development projects, relationships with landlords for scattered sites, or access to turnover or master leased units. Be explicit in the number of units to be coming online and where the units will be geographically located. (Character Limit: 2000)
5. **RETENTION SERVICES:** Describe your supportive service model and explain your ability to provide services to tenants onsite (single-site PSH) or in their own home (scattered site PSH) including; health, mental health, case management, substance abuse, and eviction preventions services. Services can be provided by the applicant or through partnerships. Also describe how landlord/tenant disputes will be mitigated. Be explicit in describing staff to client ratios, frequency and method of tenant contact, emergency response protocols, and linkages to additional systems. (Character Limit: 2000)
7. **CULTURAL COMPETENCY:** Describe how your project will be culturally relevant, sensitive, and linguistically accessible for the individuals or households that will be served. Include experience serving people who are chronically homeless and have disabilities such as serious mental illness, substance abuse disorder, and chronic physical health conditions. (Character Limit: 1000)
8. **STAFFING:** Describe how you would staff this project over the course of the grant period you are applying for. Explain if you plan to reassign existing staff to this project or if you will need to hire additional people. If hiring new staff, how long will it take to be fully staffed? (Character Limit: 2000)
9. **BUDGET NARRATIVE:** Provide a written summary briefly describing how the funds requested through this proposal will be spent to support the project design. Include brief description of staff positions, program activities, purchase of special equipment or other unique features that will be supported through this grant request if funded. Describe how Collaborative funds will leverage other funding sources for this project. *Please complete the required budget in **Attachment A**. (Character Limit: 2000)

Funding Area #2: Moving On Grant

A. Project Design:

1. **STATEMENT OF NEED:** Describe the current need to provide additional housing options to tenants who are now housed within your program and desire and are eligible to move with a tenant-based Section 8 vouchers. Please reference current practices to identify the need such as assessment tools, tenant feedback, case management referrals, etc. (Character Limit: 1000)
2. **TARGETING AND PRIORITIZATION:** How will chronically homeless people be identified and prioritized for the vacated housing units? If a supportive service provider, how will you work with PSH owners to ensure that vacated units are re-dedicated to a chronically homeless person? (Character Limit: 1000)
3. **HOUSING FIRST APPROACH:** Describe your organization's housing placement process and specify whether or not it is a Housing First approach. Are there any rules that tenants must meet to be placed into permanent supportive housing, or rules that they must follow while living in housing? If so, please explain. (Character Limit: 2000)
4. **HOUSING TRANSITION SERVICES:** Describe your organization's plans to further facilitate the positive transition from PSH into private and/or affordable (non-PSH) apartments with tenant based vouchers. (Character Limit: 1000)
5. **CULTURAL COMPETENCY:** Describe how your project will be culturally relevant, sensitive, and linguistically accessible for the individuals or households that will be served. (Character Limit: 1000)
6. **STAFFING:** Describe how you would staff this project over the course of the 1 year grant period. Explain if you plan to reassign existing staff to this project or if you will need to hire additional people. If hiring new staff, how long will it take to be fully staffed? (Character Limit: 2000)
7. **BUDGET NARRATIVE:** Provide a written summary briefly describing how the funds requested through this proposal will be spent to support the project design. Include brief description of staff positions, program activities, purchase of special equipment or other unique features that will be supported through this grant request if funded. Describe how Collaborative funds will leverage other funding sources for this project. * A line-item budget is required for the Project Budget. (Character Limit: 2000)

Funding Area #3: California Community Foundation Innovations Grant

A. Project Design: Answer the following to describe your proposed project.

1. **STATEMENT OF NEED:** Describe the current need for permanent supportive housing (PSH) in your community. Describe your proposed project/program and how it will address this need through securing, producing, or retaining units of housing for chronically homeless individuals and/or families. (Character Limit: 1500)
2. **INNOVATION:** Describe how this project/program is innovative or creative. Describe how this is different or more efficient than what has been done in the past. (Character Limit: 1500)
3. **SUCCESS:** Describe how your organization has demonstrated and measured success in providing chronically homeless persons with PSH units. Describe how you will measure success for this project/program. (Character Limit: 1500)
4. **REPLICABLE:** Assuming that this project/program will be successful, describe how it can be replicated or brought to scale by your organization or other PSH developers serving the chronically homeless. (Character Limit: 1500)
5. **PSH HOUSING SUPPLY:** How many PSH units will be created/preserved in this project/program? What percentage of project units are PSH? What percentage of PSH units are designated for chronically homeless persons? Are these new or existing units? Where are they geographically located? Are they consolidated on a specific site or scattered site? (Character Limit: 1000)
6. **HOUSING FIRST APPROACH:** Describe your organization's housing placement process and specify whether or not it is a Housing First approach. Are there any rules that tenants must meet to be placed into PSH or rules that they must follow while living in housing? If so, please explain. (Character Limit: 1000)
7. **CULTURAL COMPETENCY:** Describe how your project will be culturally relevant, sensitive, and linguistically accessible for the individuals or households that will be served. (Character Limit: 1000)
8. **BUDGET NARRATIVE:** Provide a written summary briefly describing how the funds requested through this proposal will be spent to support the project design. Include brief description of staff positions, program activities, purchase of special equipment or other unique features that will be supported through this grant request if funded. Describe how Collaborative funds will leverage other funding sources for this project. * A line-item budget is required for the Project Budget. (Character Limit: 2000)

Funding Area #4: City of Pasadena Rapid Rehousing Programs for Homeless Families

1. **STATEMENT OF NEED:** Describe the current need to provide additional housing options for homeless families within the City of Pasadena and how your project will help address this need. (Character Limit: 1000)
2. **TARGETING AND PRIORITIZATION:** Describe the process by which homeless families will be identified and prioritized for housing. Please reference current practices to identify the need such as assessment tools, tenant feedback, case management referrals, etc. Also state how these units will remain dedicated to this population even after the grant period. (Character Limit: 1000)
3. **HOUSING FIRST APPROACH:** Describe your organization's housing placement process and specify whether or not it is a Housing First approach. Are there any rules that tenants must meet to be placed in the permanent housing, or rules that they must follow while living in housing? If so, please explain. (Character Limit: 1000)
4. **HOUSING SUPPLY:** Describe your current supply of housing units and average length of time and process for securing additional units, including use of interim housing units if applicable. Include details on status of new development projects, relationships with landlords for scattered sites, or access to turnover or master leased units. Be explicit in the number of units to be coming online and where the units will be geographically located. How will you ensure that these units meet Housing Quality Standards and that the rent is both reasonable and at or below Fair Market Rent? (Character Limit: 2000)
5. **RETENTION SERVICES:** Describe your supportive service model and explain your ability to provide services to tenants in their own home or in the community including; health, mental health, case management, substance abuse, and eviction preventions services. Services can be provided by the applicant or through partnerships. Also describe how landlord/tenant disputes will be mitigated. Be explicit in describing staff to client ratios, frequency and method of tenant contact, emergency response protocols, and linkages to additional systems. (Character Limit: 2000)
6. **CULTURAL COMPETENCY:** Describe how your project will be culturally relevant, sensitive, and linguistically accessible for the individuals or households that will be served. Include experience serving people who are chronically homeless and have disabilities such as serious mental illness, substance abuse disorder, and chronic physical health conditions. (Character Limit: 1000)
7. **STAFFING:** Describe how you would staff this project over the course of the 1 or 2-year grant period you are applying for. Explain if you plan to reassign existing staff to this project or if you will need to hire additional people. If hiring new staff, how long will it take to be fully staffed? (Character Limit: 2000)
8. **BUDGET NARRATIVE:** Provide a written summary briefly describing how the funds requested through this proposal will be spent to support the project design. Include brief description of staff positions, program activities, purchase of special equipment or other unique features that will be supported through this grant request if funded. Describe how Collaborative funds will leverage other funding sources for this project. * A line-item budget is required for the Project Budget. (Character Limit: 2000)

B. Organizational Expertise and Track Record: Describe your success in the funding area for which you are applying and how the proposed project fits into your organization’s work and experience. Describe the skills and diversity of staff responsible for the program. If this is a collaborative effort, please describe the specific roles each partner organization plays. (Character Limit: 2000)

C. Project Evaluation: Describe the process for monitoring the program for which you are applying. How will the data be tracked? How will the data be used to make adjustments and changes to your proposal? (Character Limit: 1000)

D. Participation in your CoC’s Homeless Management Information System (HMIS):

1. Do you currently participate in the Continuum of Care HMIS system?
2. If your agency does not currently participate in HMIS, would you use it if funding were approved? Do you anticipate any usage barriers?

E. Sustainability: Describe how you plan to fund this program beyond the term of the contract. Include information on your agency’s capacity to link clients to mainstream systems for services. Please also describe how you will raise additional funding sources (both public and private sources) and form partnerships in order to maximize resources. Finally, please list all committed sources in the budget attachment. (Character Limit: 1000)

F. Proposed Outcomes: Based on your project design, list your anticipated 12 month goals.

Funding Area #1: Permanent Supportive Housing Creation and Operations	12 Month Goal
Anticipated Outcomes	
How many chronically homeless households will be placed into PSH each year of the grant period?	
Of those placed, how many will be chronically homeless Veterans?	
What percent of those housed will retain housing for one year?	
What percent will enroll into mainstream benefits such as SSDI, mental health services, or physical health services within 1 year of housing placement?	
What percent of units created through turnover will be dedicated to chronically homeless persons?	
What percent of PSH units will be reported to the local Continuum of Care HMIS system?	

Funding Area #2: Moving On Grant	12 Month Goal
Anticipated Outcomes	
How many current PSH tenants will secure tenant based vouchers and move into privately owned rental units?	
What percentage of tenants moving on to privately owned rental units will retain	

housing for at least a year?	
How many units vacated by PSH tenants moving on will be filled with chronically homeless individuals?	
What percentage of newly housed chronically homeless tenants will retain housing for at least a year?	
What percent of PSH units will be reported to the local Continuum of Care HMIS system?	

Funding Area #3: California Community Foundation Innovations Grant	12 Month Goal
Anticipated Outcomes	
How many units will be potentially secured, preserved, or added to the development pipeline to add permanent supportive housing for chronically homeless households through this project/program?	
What will the increase in grantee resources or subsidies to housing services be or what cost savings do you expect to implement?	
What amount of additional funding do you hope to leverage through this project/program?	
What percent of PSH units will be reported to the local Continuum of Care HMIS system?	

Funding Area #4: City of Pasadena Rapid Rehousing Homeless Families	12 Month Goal
Anticipated Outcomes	
How many families will be housed through this program?	
What percent of those housed will be chronically homeless families?	
What percent of those housed will retain housing for one year?	
What is the anticipated average length of financial assistance for participant households?	
What percent will enroll into mainstream benefits such as SSDI, mental health services, or physical health services within 1 year of housing placement?	
What percent will become employed or increase their income from employment within 1 year of housing placement?	
What percent of PSH units will be reported to the local Continuum of Care HMIS system?	

ATTACHMENT A - PROJECT BUDGET

Applicants must complete one (1) budget form per each Funding Area being applied. The Project Budget form is found in **Attachment A**. Applicants are encouraged to verify the grant cycle in the Summary of Funding Areas on pages (7-9). If a grant is for two years, renewals will be contingent upon the provider's performance and successful fundraising efforts by the Funders Collaborative. Grant funds are project restricted and may be applied to personnel and non-personnel costs related to the proposed project.

Instructions

1. Table 1

- Fill in the amount per each line item related to the proposed project.
- Fill in the total costs of each line item for the project in the "Total Annual Project Budget" column.
- Fill in the amount of funding that you are seeking from the 1st year in the "Funders Collaborative Year 1 Request" column. The amount cannot exceed \$5000 per person that you propose to house.
- Fill in the amount of funding that you are seeking from the 2nd year in the "Funders Collaborative Year 2 Request" column. The amount cannot exceed \$3000 per person that you propose to retain in Year 2.
- Fill in the amount of funding secured from other funding sources in the "Committed Funds" column for Year 1 and Year 2.
- The spreadsheet will automatically calculate any funding gaps in the "Funding Gap" columns for Year 1 and Year 2.
- Fill in the percentage that the total project budget represents out of your operational budget.

2. Table 2

- List the name of the funding source(s) of all Committed Funds and the amount committed for Year 1 and year 2 of the project.
- List the name of the funding source of all Projected or pending funds and the amount committed for Year 1 and Year 2 of the project.

Definitions of Key Items

Key Line Item	Definition
Personnel	Please list the titles of the primary staff involved in the project, and in the parentheses following each title, indicate the percentage of time devoted by that individual to the project.
Rental Assistance	Applicable to amount of funding that will be used to subsidize rent for incoming tenants during the project year through the City of Pasadena's Rapid Rehousing Program for Homeless Families Program.
Move-in/on Assistance	Expenses that support a tenant's movement into permanent housing. Can include security deposits, utility deposits, furniture or other costs needed by the tenant to secure a new housing unit.
Supportive Services	Supportive services dedicated to chronically homeless tenants and include case management, mental health, health, substance abuse services, mobile crisis intervention teams, and retention activities.
Supplies & Materials	Refers to the purchase of consumable, non-durable office and construction supplies that require frequent replacement.
Travel & Transportation	Refers to the costs associated with traveling to meetings, conferences, trainings, project sites and other locations essential to the program's implementation. Costs may also include fuel and maintenance of the organization's vehicles being used for the program
Indirect Costs	Indirect expenses generally are overhead costs that are difficult to attribute to any single project of an organization (e.g. accounting and legal services, administrative oversight, fundraising, IT support, and utilities). A maximum of 15% of indirect costs are allowed.
Equipment	Equipment refers to the purchase or rental of such items as computers, vehicles, office furniture, tools, and other infrequently purchased, non-consumable, non-durable items.

ADDITIONAL MATERIALS

All additional materials must be converted to PDF (max 8 mg) to up-load through the online portal.

- Board roster (include name, title, and affiliation)
- Organizational Chart
- Most recent fiscal year financial statements
- Most recent fully completed audit. Audit must have been completed within the past 18 months (if applicable)
- Most recently submitted and signed IRS Form 990
- IRS determination letter of 501(c)(3) status
- Copy of current fiscal year organizational budget
- Current list of public sector, corporate, and foundation grants committed to the program for which you are applying for funds and annual amounts granted.
- Letters of Intent to Partner and/or Commitment Letters (i.e. landlords, service providers, private investors including bank commitment letters) if applicable.
- Copy of current strategic plan if applying for the CCF Innovations Grant

REQUEST FOR PROPOSAL FUNDING APPLICATION TIMELINE

Date	Activity	Comments
2/26/13	Release RFP	
3/15/13	RFP Information Session	Friday, March 15, 2013 4 th Floor Conference Room United Way Greater Los Angeles 1150 S. Olive Street, Los Angeles, 90015 Please RSVP to CRivera@unitedwayla.org or (213) 808-6516.
3/22/13	Last day for questions	Send questions to rfp@unitedwayla.org or call our RFP Hotline at (213) 808-6380. Please visit our website after this day at www.unitedwayla.org for a list of frequently asked questions.
4/9/2013	RFP Due Date	5:00 PM Deadline Due Online – NO EXCEPTIONS
June 2013	Award Notification	Grantees notified
7/1/13	Grant Start date	