



Notice of Funding Availability

Issue Date:

Friday, September 30, 2022

Responses Due:

Wednesday, October 26, 2022

Not Later Than: 11:59 PM

LATE RESPONSES SHALL NOT BE
CONSIDERED

Refer Questions to:

Staff name: Adam Yang

Email: adam.yang@multco.us

Submit Responses to:

Staff name: Adam Yang

Email: adam.yang@multco.us

Electronic submission

*An optional Information Session will be held on **Thursday, October 6, 11 am - 12:30 pm.***

Zoom link: <https://multco-us.zoom.us/j/97327117155?pwd=NFpqLORlenlpNEI2NHRLM3ZWen>

By phone: +12532158782,,97327117155#,,, *73444096# US (Tacoma)

Meeting ID: 973 2711 7155

Passcode: 73444096

**If you need translation or have other access needs, please reach out to Adam Yang (cont*



1. Introduction

The Joint Office of Homeless Services (JOHS) seeks responses from all qualified providers of Supportive Housing services (see Appendix A: *List of JOHS Qualified Vendors of Supportive Housing and Related Services*). The Metro Supportive Housing Services (SHS) Measure provides regional funding to address homelessness and housing stability, prioritizing Communities of Color. The SHS Measure aims to increase housing stability and equitable services delivery across the region through inclusive community engagement, investments in programs that advance equity, and tracking indicators that demonstrate success in these areas. Approaches that deliver culturally responsive and/or culturally specific services will be prioritized.

2. Guidelines

The following values outlined in the Metro Work Plan are incorporated into Multnomah County's [local implementation plan](#) and are intended to guide the implementation at all levels:

- Strive toward stable housing for all
- Lead with racial equity and work towards racial justice
- Fund proven solutions
- Leverage existing capacity and resources
- Innovate: evolve systems to improve
- Demonstrate outcomes and impact with stable housing solutions
- Ensure transparent oversight and accountability
- Center people with lived experience, meet them where they are, and support their self-determination and well-being



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- Embrace regionalism: with shared learning and collaboration to support systems coordination and integration
 - Lift up local experience: lead with the expertise of local agencies and community organizations addressing homelessness and housing insecurity

3. Scope of Work

The Joint Office of Homeless Services (JOHS) has *up to* \$5.8 Million available in ongoing Metro Supportive Housing Services (SHS) dollars to fund rent assistance and support services to expand project-based and tenant-based Permanent Supportive Housing (PSH) for *up to* 285 adults with disabling conditions who earn at or below 30% of Area Median Income and are experiencing or at imminent risk of long-term, literal homelessness (See Definitions in Section 6 of this NOFA). The JOHS will allocate a portion of these funds to the Regional Long-term Rent Assistance (RLRA) program administered by Home Forward to cover ongoing rent assistance (see Appendix D: *RLRA Policies*), and the remaining portion to qualified providers of Supportive Housing to provide ongoing PSH services.

Project Types

Tenant-based PSH: Supportive Housing service providers will partner with Home Forward to implement new PSH programming. The service provider will provide all necessary PSH housing search, placement, retention and supportive services necessary for PSH households to find and retain units in the rental market (See Appendix B: *PSH Guidelines, Delivery Structure and Eligible Activities*). Home Forward will administer the RLRA to landlords or owners. For tenant-based PSH assisted with RLRA, contract rents at apartments must be



rent reasonable as defined by HUD standards and cannot exceed 120% of Fair Market Rent.

Project-based PSH (units requiring RLRA rent subsidies): Supportive Housing service providers will partner with building owners/property management and Home Forward to implement new PSH programming. The service provider will provide all necessary PSH, placement, retention and supportive services (see Appendix B: *PSH Guidelines, Delivery Structure and Eligible Activities*). Through a contract with Home Forward for RLRA, Building Owners/Property Management will designate apartments within a building for PSH and adopt low-barrier screening criteria for PSH units aligned with Housing First principles. Initial Project-based RLRA contract rents will align with current rents for existing rent restricted units (i.e. LIHTC units). Initial Project-based RLRA contract rents for non-rent restricted units will be between 60% and 80% of AMI. Project-based RLRA rents will receive annual 3% increases.

Project-based PSH (units NOT requiring RLRA rent subsidies): Owners of existing subsidized units (i.e. Project Based Voucher, Public Housing, Project Based Section 8) may partner with supportive service providers to implement new PSH programming through the adoption of new waitlist preferences. The service provider will provide all necessary PSH, placement, retention and supportive services (See Appendix B: *PSH Guidelines, Delivery Structure and Eligible Activities*). Building Owners/Property Management will designate apartments within a building for PSH utilizing new waitlist preferences for subsidized units and will adopt low-barrier screening criteria for PSH units aligned with Housing First principles.



Master-leased PSH: Supportive Housing service providers will partner with building owners and Home Forward to implement new PSH programming. The service provider will enter into a master-lease agreement with the owner, including provisions on rent rates, utilities, capital improvements, repairs, communication and dispute resolution, and clearly delineating responsibilities for property management services, and provide all necessary PSH, placement, retention and supportive services (see Appendix B: *PSH Guidelines, Delivery Structure and Eligible Activities*). The JOHS is open to receiving master-leasing proposals, and we have not yet implemented this through the RLRA program. If a master-leasing project is selected, the JOHS will work with Home Forward and the project team to outline clear processes and expectations for this model.

The *up to* 285 PSH apartments funded through this NOFA will focus on serving adult-only households. The JOHS intends to fund multiple new or expansion PSH projects to create *up to* 135 project-based PSH apartments and *up to* 120 tenant-based PSH apartments. Additionally, this NOFA includes funding earmarked to create a minimum of 30 PSH apartments focused on serving LGBTQIA2S+ adult households that can be project-based and/or tenant-based. Within the LGBTQIA2S+ umbrella, the JOHS' priority is to fund programming focused on serving transgender, nonbinary and two-spirit people of color. See additional funding priorities below.

Funding Priorities

- **Expand pool of PSH providers funded by the JOHS:** The JOHS is working in partnership with Washington and Clackamas Counties to make the procurement process more accessible and expand the pool of County-funded homeless service organizations with a focus on culturally



specific and small or emerging organizations. Through the December 2021 Tri-County Request for Programmatic Qualifications (RFPQ) process, over 40 organizations newly qualified to receive JOHS funding to provide Supportive Housing services.

- **Expand culturally specific PSH for Black and Indigenous communities and other Communities of Color:** Black and African American, Native American and Alaska Native, and Native Hawaiian and Pacific Islander communities continue to be dramatically overrepresented within the population experiencing long-term, literal homelessness. A critical priority of this NOFA is to fund projects focused on serving these and other Communities of Color with an emphasis on expanding culturally specific services.
- **Expand PSH focused on serving transgender, nonbinary and two-spirit people of color:** LGBTQIA2S+ people are at a higher risk of homelessness and, once experiencing homelessness, at a higher risk for a number of vulnerability factors such as exposure to violence. These disparities are particularly pronounced for transgender, nonbinary and two-spirit people of color. Another critical priority of this NOFA is to fund projects focused on serving this population with a priority for projects that are led by or include funded partnerships with LGBTQIA2S+ specific organizations or programs. The JOHS intends to fund a minimum of 30 PSH placements focused on serving this population.
- **Expand PSH focused on serving people with significant physical and behavioral health disabilities:** While all PSH programming serves people with disabling conditions, another priority of this NOFA is to expand PSH focused on serving people with complex physical and/or behavioral health challenges, including people with co-occurring medical complexity and serious mental health and/or substance use disorders.



Available resources

- Up to \$10,000 per PSH placement/apartment per year for supportive services (staffing and client assistance) for up to 285 total households.
- Up to 285 total Regional Long-term Rent Assistance (RLRA) "vouchers" administered by Home Forward.
- The regional Risk Mitigation Pool (RMP), modeled after Portland Housing Bureau's RMP and administered by the Housing Development Center, will be available to owners and landlords for PSH apartments funded through this NOFA. The RMP provides support by reimbursing owners and landlords for some financial losses, beyond those typical of rental housing, associated with operating PSH apartments. Funding for the RMP is budgeted separately and not reflected in the \$5.8 Million included in this NOFA.

Timeline

- NOFA release: **Friday, September 30, 2022**
- Optional information session: **Thursday, October 6, 11 am - 12:30 pm**
- Responses Due: **Wednesday, October 26, 2022**
- Funding awarded: the JOHS expects to notify applicants about funding awards by or before **Wednesday, November 30, 2022**.
- Tenant-based PSH implementation: projects should be prepared to begin the contracting process in **December 2022**, and begin implementing programming in **early 2023**.
- Project-based PSH implementation: apartments must be available to begin receiving referrals (either as existing apartments turnover or when a building opens) **by or before June 30, 2023**.



4. Investment requirements for all PSH projects:

- All direct recipients of service funding must be JOHS qualified vendors of Supportive Housing services, as listed in Appendix A. Non-qualified vendors that are partnered with a qualified vendor can be funded through subcontracts.
- Funds must be used to create new PSH capacity and cannot be used to increase budgets for existing PSH apartments.
- Projects that include multiple service providers partnering to serve PSH tenants are encouraged. All partnership projects must include a point of contact for each listed partner and a letter of endorsement from service organizations that are not listed as the lead applicant. The application must demonstrate that any partnered culturally specific organizations/programs serving one or more community of color or LGBTQIA2S+ community play a leadership role in determining the budget and overall direction of the project. The culturally specific organizations/programs can define what leadership means in these partnerships, and the JOHS will look to the letter of endorsement to confirm that this criteria is met.
- The project must adhere to the SH Service Guidelines and provision of Baseline Services and other eligible activities detailed in Appendix B. This must include a plan to operate in alignment with housing first, low barrier, assertive engagement and racial and social justice principles; and provide culturally responsive and/or culturally specific services.
- All PSH referrals will come through Multnomah County's Coordinated Access System, defined in Section 6 of this NOFA. This system is ever-evolving to more intentionally and equitably serve communities most impacted by homelessness. JOHS Coordinated Access staff will



work with projects to ensure equitable access for their target population(s).

- The project must have written termination, exclusion and (in the case of project-based or master-leased PSH) eviction policies that appropriately protect the interests of tenants by 1) applying a trauma-informed and equity lens to evaluating rule violations; 2) imposing sanctions short of termination or eviction wherever reasonably possible; 3) informing participants in clear terms of the reason for their termination, exclusion and/or eviction; and 4) outlining the process for appealing or grieving the decision. Except in extreme situations, termination, exclusion and eviction policies should allow for re-entry into programming under appropriate conditions.
- See Appendix F: *JOHS Sample Contract* to review additional requirements for all JOHS contractors (subject to change).

Additional funding requirements for project-based PSH projects:

- The JOHS expects most or all project-based PSH apartments funded through this NOFA to be designated within existing affordable housing buildings as apartments turnover. New buildings can also apply if they will be online and ready to begin taking PSH referrals by or before June 30, 2023.
- The JOHS expects most or all project-based PSH apartments funded through this NOFA to be studio or one-bedroom apartments.
- The owner and property manager must operate the PSH apartments in compliance with the Housing First approach and implement low-barrier tenant screening and occupancy policies. PSH apartments must be made available to households with adverse credit, rental and legal histories who have extremely low incomes. The Tenant Selection Plan



must have a clearly articulated process for individualized assessment for households denied based on screening criteria related to credit, rental or legal history; as well as a clearly articulated Reasonable Accommodation process. The Owner must submit the Tenant Selection Plan to the JOHS for review and approval (does not need to be included in the application, but will need to be approved before funding can flow to the project).

- Occupancy policies must not require being clean and sober upon admission or to maintain housing.
- The Owner and Property Manager must operate the PSH apartments as low-barrier housing for people with significant disabilities including severe and persistent mental illness. This includes early, consistent intervention with tenants who are out of compliance with their lease or are exhibiting behaviors that could later impact their lease, and making all efforts to avoid escalating problems that lead to evictions. The Owner, Property Manager and Service Provider will put structures and supports in place to avoid eviction of PSH tenants whenever reasonably possible.
- The Owner must coordinate with existing funders of the project on any updates and/or revisions to financing and regulatory agreement documents needed for the property.

5. Required Submittal

Please submit a proposal that is no more than 4 pages, size 12 font, single spaced, that includes the information listed below. Bullet point lists in response to questions are fine.

Required for all PSH projects:



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1. Name and one point of contact for all organizations included in the project including PSH Service Provider(s), and (if applicable) Owner and Property Manager. Please designate one lead contact for the application.
 2. Provide the preferred amount of SHS funds requested, and minimum and maximum amount of SHS funds acceptable, along with the number of households that will be served at each funding level. For example, a project may prefer to serve 30 households, but be willing to scale down to serve 15 or scale up to serve 45 depending on the amount of funds available. Projects may apply for up to \$10,000 per household served. The requested funding amount is for PSH services (staffing and client assistance) and should not include rent assistance.
 3. Does the project need rent assistance through the Regional Long-term Rent Assistance (RLRA) program or is the project leveraging existing rent assistance? (The JOHS anticipates that most projects will need RLRA).
 4. Is the project proposing tenant-based, project-based and/or master-leased PSH? How many households does the project propose to serve?
 5. Provide a short overview of the PSH target population that the project will serve and the PSH services model, including how the model will be responsive to the needs of the target population, anticipated FTE by service type, and anticipated caseload sizes. A typical PSH caseload size is 1 FTE to 15-20 households.
 6. **If applicable (partnership projects only)**: If the proposal includes more than one organization, provide a brief description of the role each organization will play in the project, which organization(s) will be funded through the proposal, and how organizations will work together and address inherent power dynamics (e.g. power dynamics between dominant culture organizations and culturally specific organizations).



serving one or more BIPOC and/or LGBTQIA2S+ community, large and small organizations, property owners/managers and service providers, etc.). If applicable, this should include an explanation of the role of any non-funded service provider partners listed in the application and how they benefit from the partnership. Also provide a brief introduction for any organizations listed on the application that are not listed in Appendix A as a JOHS qualified provider, including the expertise and experience they bring to the project.

- Attachment required for projects with multiple PSH service providers (not included in page limit): Attach a letter of support/endorsement from each service provider organization that is listed as a partner (not required for the organization listed as the lead contact for the application).
7. Provide a short overview of the project's most important strategies for creating a welcoming environment for Black, Indigenous and People of Color (BIPOC) and LGBTQIA2S+ people, and for addressing specific barriers faced by BIPOC and LGBTQIA2S+ people experiencing homelessness. Include concrete examples of how your organization(s) has successfully served these populations in supportive housing or related programming.
- For projects focused on serving transgender, nonbinary and two-spirit households: You will find in Appendix E a brief summary of what the JOHS heard through engagement sessions regarding service delivery for this community. Please review this and include in your response to question 7 how your project will address the input shared about service delivery.
8. If awarded in November 2022, when do you expect to begin implementing the PSH program? Please include a brief timeline of



anticipated milestones (e.g. posting positions, hiring staff, training staff, etc.).

9. **Not included in the 4 page limit:** use the JOHS budget template (Appendix G: *JOHS Budget Template*) to provide a PSH services budget for the preferred amount of Metro SHS funds listed. The Indirect Cost, Budget Detail and Staffing tabs must be completed, and the other tabs are optional. Projects may apply for up to \$10,000 per household served. Do not include a rent assistance budget.

Additional information required for project-based PSH projects (up to 1 additional page is permissible if needed to provide the below information):

10. Name and address of housing development
11. Is this an existing development or a development coming online by June 30, 2023?
12. If the development is coming online, what is the estimated completion date and estimated date that the project will be ready for PSH referrals?
13. If it is an existing development, provide any details that will influence the timeline for creating new PSH. For example, are all apartments currently leased and how many apartments typically turnover in a year?
14. What is the total number of residential apartments and the apartment mix (e.g. # of studios, # of 1 BRs, # 2 BRs...) in the entire complex?
15. What is the proposed apartment mix for the PSH apartments, and what are the rent limits for these apartments?
16. How does the building design and location meet the needs of the PSH target population?
17. Briefly describe the project's commitment to operating as housing first and low-barrier for households in need of PSH, including low-barrier



tenant screening and occupancy policies. If it is an existing development, attach a copy of your current tenant screening (attachment not included in page limit) and describe how you will reduce barriers for PSH households.

Informational Only (not scored and not included in the page limit) for all PSH projects: If applicable, please describe any additional technical assistance or support needed to help make this project successful if awarded. Particularly for organizations that are small or emerging, new to the homeless services system and/or new to providing PSH services, please describe potential start-up needs related to developing the infrastructure and capacity necessary to support the program. While the JOHS cannot guarantee additional resources, it is helpful for us to understand what might be needed. This information will not be used in the selection process, but will inform subsequent discussions and planning. Areas that you could consider identifying for support include, but are not limited to:

- Homeless Management Information System (HMIS) data collection, entry and quality assurance
- Human Resources (Policies, Procedures, Compliance, & Documentation; Recruitment, Onboarding, & Retention; Compensation, Payroll, & Taxes; Management & Supervision; Equity & Culture Building)
- Fiscal Business Services (Policies, Procedures, Compliance, & Documentation; Financial Planning, Budgeting, & Reporting; Accounting & Internal Controls; Revenue & Accounts Receivable; Expenses & Accounts Payable; Asset Management)
- Strategic Planning (Goals, Priorities, & Objectives; Determining Measurable Goals & Activities; Strengths, Challenges, Opportunities, & Vulnerabilities; Community Engagement; Equity Plans)



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- Program Design, Development, Implementation, & Evaluation (Identification of Needs / Needs Assessments; Evidence-based Design; Program Budget and Service Delivery Development; Implementation Planning and Rollout; Program Monitoring, Evaluation, and Continuous Improvement)
 - Policies & Procedures (other than fiscal and human resources) (Diversity, Equity, and Inclusion; Charter Documents; Board Organization and Membership; By Laws and Policies; General Operations; Marketing and Fundraising; Community/Public Relations)

6. Selection Process and Evaluation Criteria

The selection process will include the following steps:

1. Threshold Review
2. Review and Ranking by Evaluation Committee
3. Decision by JOHS Executive Director

Threshold review

JOHS staff will review applications for meeting minimum threshold requirements. Staff from the Portland Housing Bureau will review project-based PSH applications to identify projects with an existing regulatory agreement with the City and provide feedback to the JOHS based on their knowledge of the property's financials as an existing funder.

The threshold review will examine:

- Completion of application
- Maximum Support Service funding per PSH Unit
- Adherence to Investment Requirements outlined in Section 4 of this NOFA
- Alignment of proposal with funding priorities outlined in this NOFA



Review and Ranking by Evaluation Committee

Proposals meeting the minimum threshold requirements will be reviewed and evaluated by a diverse Evaluation Committee of JOHS and community partner staff.

Proposals will be evaluated and given a score of up to 10 points based on the following criteria:

- 7 points: The project demonstrates a clear ability to effectively serve one or more population prioritized in this NOFA. Maximum points will be given to projects that demonstrate a clear ability to effectively serve people with intersecting identities (e.g. BIPOC, LGBTQIA2S+ people with significant disabilities).
- 2 points: The project is led by or includes meaningful partnerships with culturally specific organizations or programs that specialize in serving one or more BIPOC and/or LGBTQIA2S+ communities.
- 1 points: The project expands the pool of organizations receiving JOHS and/or Metro Supportive Housing Services funding.

The panel will make funding recommendations to JOHS leadership. Proposals receiving higher rankings will have a greater likelihood, though are not guaranteed, for being recommended for a funding award. Proposals will generally be recommended based on score and to meet JOHS goals to create *up to* 135 apartments of project-based PSH, *up to* 120 apartments of tenant-based PSH, and a minimum of 30 tenant-based and/or project-based PSH apartments that are focused on serving LGBTQIA2S+ adult households.

Decision by JOHS Director



Once the Evaluation Committee recommendations are completed, Joint Office staff will synthesize the recommendations and other information and make a recommendation to the JOHS Director, who will make final decisions.

7. Definitions

Coordinated Access: Coordinated Access (CA) coordinates efforts across providers to ensure that households have access to housing and services across systems, and includes street, site-based, and telephonic outreach and engagement, coordinated access assessment, resource navigation and referral, documentation collection, barrier mitigation, coordinated access waitlist management, and flexible client assistance to support the rapid transition of people prioritized through coordinated access to available housing resources. There are distinct CA processes in place for adult households unaccompanied by children, families with children, youth, survivors of domestic violence, and veterans. The Joint Office of Homeless Services is working to integrate these processes for households referred into PSH projects.

Culturally Responsive and Culturally Specific Services: All Suppliers of supportive housing services will be expected to deliver those services in a culturally responsive and/or culturally specific manner, as those terms have been defined through a collaborative county-wide work group, led by the Multnomah County Chief Operating Officer and the Director of the Office of Diversity and Equity. These definitions realize the county's stated belief that culturally responsive and culturally specific services eliminate structural barriers and provide a sense of safety and belonging which will lead to better outcomes. You can find these definitions in Multnomah County's guide to [Contracting and Procurement for Culturally Specific and Responsive Services](#).



Homeless Information Management System (HMIS): A local information technology system used to collect client-level data and data on the provision of housing and services to individuals and families experiencing homelessness and persons at risk of homelessness.

Housing First and Low Barrier: Supportive housing services should be designed to support the community's commitment to Housing First. Housing First is an evidence-based practice that quickly and successfully connects households experiencing homelessness to permanent housing without preconditions and barriers to entry. Housing First recognizes that with the right supports, everyone is "ready" to return to permanent housing as soon as a suitable apartment becomes available. Therefore, absent very specific programmatic justifications (for example, recovery housing models), services should be designed to expedite and not delay a participant's return to permanent housing. Following this approach, the utilization of services are participant-led and modified to meet the unique needs of each participant.

Long-term, literal homelessness: Literal homelessness can include staying in a tent, car, emergency shelter, transitional housing, hotel, or an institution (e.g. hospital, jail) where the individual has resided for 90 days or less and they resided in a previously listed location directly beforehand. Long-term means a year or more consecutively or 12 or more months over the past 3 years.

Imminent risk of long-term, literal homelessness: This can include circumstances that provide clear evidence that a household who is experiencing literal homelessness will not be able to end their homelessness without Permanent Supportive Housing, including but not limited to households who have experienced long-term or frequent



episodes of homelessness and who have been in an institution for longer than 90 days.

Permanent Supportive Housing (PSH): PSH is deeply affordable permanent housing with voluntary supportive services to assist persons exiting homelessness who have a significant disabling condition(s) to live independently. Supportive services are designed to meet the needs of participants and must be offered for the entire duration of program participation. PSH may be single site, scattered site, or clustered, and can be integrated with market-rate apartments and affordable apartments.

Project-based PSH: PSH rent assistance and services are tied to specific apartments. For example, an affordable housing development could designate apartments within the building as PSH. Services are generally offered on-site at the building. If a PSH tenant moves out of the apartment, the rent assistance and services do not travel with them.

Tenant-based PSH: PSH rent assistance and services are mobile and move with the participant. The PSH services provider supports the PSH participant to find and secure an apartment in the private market. If a PSH tenant moves out of the apartment and remains eligible for the PSH program, the rent assistance and services can travel with them.

Regional Long-Term Rent Assistance (RLRA): A program that provides a regional framework for the administration of long term rent assistance to ensure consistency for landlords, service providers and participants, while also allowing counties to independently implement the program based on local priorities.



8. Attachments

- Appendix A: List of JOHS Qualified Vendors of Supportive Housing and Related Services
- Appendix C: PSH Guidelines, Delivery Structure and Eligible Activities
- Appendix C: PSH Eligibility Checklist
- Appendix D: Regional Long-term Rent Assistance (RLRA) Policies
- Appendix E: Engagement Feedback RE: Service Delivery for Transgender, Nonbinary, and Two-Spirit People
- Appendix F: Sample JOHS Contract (subject to change)
- Appendix G: JOHS Budget Template (Excel Doc) - *each proposal must include a budget on this template. The Indirect Cost, Budget Detail and Staffing tabs must be complete, and the others are optional.*