Washington Youth & Families Fund
2019 Request for Proposals for
Youth and Young Adults
About Building Changes

Our Vision: Everyone has a home and the opportunity for a healthy, fulfilling life.

Our Mission: Building Changes believes everyone in Washington can be stably housed. We strengthen the leaders, organizations, and systems that make it possible.


Building Changes utilizes data, research, and best practices to develop, implement, and advance strategies that help families and young people move out of homelessness and into stable housing. We pull together government, philanthropy, and nonprofits to improve local homeless systems as well as other sectors that serve people experiencing homelessness. We help counties and nonprofits identify and eliminate racial disparities within their systems and structures to ensure that their services are accessible, inclusive, and equitable.

Building Changes takes a systems change approach, shifting the way communities make decisions on policy, practice, resource allocation, and service delivery.

We activate systems change by:

- Unlocking the potential and unleashing the power of our partners to advance emerging strategies that impact homelessness (such as Diversion).
- Advocating for a homeless system that treats all people fairly and delivers all services effectively.
- Sharing knowledge gained through experience, data, and evaluation to improve the effectiveness of our field.
- Connecting the homeless system to the employment, education, housing, and health systems so they can deliver coordinated accessible services for people experiencing homelessness.
- Building our partners capacities to develop strong leaders who focus on equity, performance and results.
- Investing to sustain strategies and services that demonstrate the highest levels of success.

About the Washington Youth & Families Fund

The Washington Youth & Families Fund (WYFF), which Building Changes administers, is a unique public-private partnership established by the State Legislature in 2004. WYFF is dedicated to achieving housing stability for more Washingtonians by funding services for families, youth, and young adults experiencing homelessness. Between 2004 and 2018, WYFF funded 104 organizations in 25 counties throughout the state, supporting innovative programs that address the problems of homelessness at a leadership, organizational, and systems level.

Approach

This funding approach will test an outreach model informed by subject matter experts with lived expertise, the ACT project from REACH of Tacoma-Pierce-County, and Critical Time Intervention (CTI).
ACT ensures youth and young adults have access to wrap-around services and Coordinated Entry (CE) by using outreach to meet people where they are. CTI is an evidenced based practice that provides people with support during times of transition by strengthening their community networks of support.\(^1\)

Building Changes merged these approaches with service recommendations gathered in interviews with youth and young adults (YYA) currently and/or formerly experiencing homelessness, to create an approach called Critical Transition Coaching (CTC). CTC will be integrated in our YYA grantmaking to align with Washington’s efforts to ensure that no YYA are discharged from a public facility into homelessness.\(^2\) This will merge the intensive support structure of CTI with population-specific best practice of ACT, to provide tailored programming that increases support and housing stability for YYA exiting systems of care in Washington’s homeless and housing system.

**This funding approach will allocate up to $1,520,000 to be used for up to three years to test Critical Transition Coaching as an innovative strategy that ensures no youth or young adult is discharged from a public facility into homelessness.**

**Defining Critical Transition Coaching (CTC)**

CTC provides support to YYA during the transition out of public systems of care by strengthening their network of support in the community. Coaches create a warm, responsive and caring environment in which their positive, authentic partnership with YYA will provide the safety and security YYA need to feel safe and able to focus on their development. This will create a space for YYA to secure permanent housing, acquire skills, access meaningful jobs and gain confidence to live independently.

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\(^1\) From the Center for Advancement of Critical Time Intervention. This model meets the Coalition for Evidence-Based Policy’s rigorous “Top-Tier” standard interventions. This means it was shown in well-designed and implemented randomized controlled trials, preferably conducted in typical community settings, to produce sizable, sustained benefits to participants and/or society.

Phases of Critical Transition Coaching - Coaches Role/Services Provided

Phase 1 - Build Trust

- Conduct outreach, identify and meet with YYA likely to exit into homelessness at their facility prior to exit.
  - Partner with facilities that include, but are not limited to, juvenile detention centers, crisis mental health facilities, drug rehabilitation centers, and foster homes – linking the outreach team to YYA prior to exit.
- Begin cultivating a safe, warm, responsive, and caring relationship while YYA are still in facilities, 14 days prior to exit.
- Provide career and education exploration that aligns with YYA’s self-identified passions.
- Begin identifying possible support systems in the community and exploring Diversion-like services. Diversion services will be provided with flexible funding, as appropriate, until permanency is achieved.

Phase 2 – Transition into Community

- Provide navigational support around accessing Coordinated Entry (CE).
  - Build strong partnership with local CE provider, work collaboratively to streamline services and learn process and procedures that best meet the needs of YYA.
  - Ensure YYA are prepared to provide responses during the CE process which accurately indicate their vulnerability. Transparently explain prioritization and process, practice roleplaying, and offer partnership at intake for support.
  - Ensure YYA are referral ready and have necessary identification documents.
- Provide Diversion-like services to creatively ensure a safe place to sleep each night.
- Provide flexible funding to meet basic needs.
- Provide connection to meaningful skill development opportunities, employment, and education opportunities that align with self-identified passions.
- Connect to mainstream resources, such as food stamps, medical services, dental care, legal services, etc.

3 This will place Diversion at the start of the homeless episode for YYA as opposed to the front door of Coordinated Entry. This means YYA will not need to “figure out” how to access CE to receive Diversion. It will shorten length of time YYA experience homelessness and promote immediate community connections to ensure safety upon exit.
• Enumerate and address self-identified barriers and goals towards attaining stability.

Phase 3 – Try it Out

• Laser-focus on strengthening community supports and long-term healthy relationships with caring adults.
• Build confidence in and strengthen connections with education, employment and skill development networks of support.
• Mediate when any barriers arise.
• Provide flexible funding to meet basic needs.
• If housing status becomes fluid, provide Diversion-like services to creatively ensure a safe place to sleep each night.

Phase 4 – Independence

• Take a step back, observe network of support, and encourage independent problem solving.
• Begin long-term goal planning, encourage community resource connections, and leaning on network of support to help if times of crisis arise.
• Identify program exit date together.

What Does Success Look Like?
Success means youth and young adults find safe and stable housing upon exiting facilities, gain access to meaningful employment and education opportunities, have permanent supportive connections in place AND feel confident living independently.

Housing may include re-establishing rental, shared housing, relocating to an area with friends and family, accessing a housing referral for more in-depth housing interventions through CE, or any other safe and stable option. Doubling-up can be a temporary housing solution while youth and young adults continue to plan out how they will secure permanent housing.

Addressing Disparities
Equity is a Building Changes organizational value. We advocate for the unique needs of marginalized populations in order to improve equity in outcomes. While we recognize that racial and ethnic disparities will vary in different parts of the state, data show that people of color are disproportionately affected by homelessness. Data also show that youth and young adults of color are vastly overrepresented in the criminal, legal, and child welfare systems.

By targeting the youth and young adults exiting these systems into homelessness we are implementing a targeted universalism model. Targeted universalism is an approach that targets processes or practices to address the needs of specific populations, but which also reach universally shared goals. A practical example of this is adding curb cuts, which meet the specific needs of people using wheelchairs, but also benefit everyone by making sidewalks more accessible.

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In addition, all five areas of focus regarding the intersectionality of racial inequity and homelessness are addressed through CTC. These areas of focus are housing, economic mobility, criminal justice, behavioral health, and family stabilization.

Competitive Applicants will Demonstrate
- Direct service staff who accurately reflect the demographics of the target population (e.g., age, race, gender, lived expertise, etc.) or a diversity plan that shows how that will be accomplished in the future;
- Organizational leadership that accurately reflects the demographics of the target population or a leadership succession plan that shows how that will be accomplished in the future;
- Thorough understanding of systemic and institutionalized racism, how it directly affects YYA experiencing homelessness, and the implications of harm caused by traditional social service delivery when applied to YYA.

Learning Goal and Technical Assistance
Building Changes aims to learn what services within CTC can increase permanent connections, increase economic mobility, and increase housing permanency for YYA exiting facilities – with special attention to YYA of color.

We will learn how Coordinated Entry (CE) needs to adapt in order to best meet the unique needs of YYA. To learn this, we would like selected grantees to establish a collaborative relationship with local CE partners. Building Changes will support and provide technical assistance to partnership in order to implement community-wide learnings and incremental changes in local CE systems. These systems will be tailored to individualized communities with the goal of increasing ease of access for YYA, with special attention to YYA of color.

Building Changes will provide both training and technical assistance to the partnership, including but not limited to Diversion, Critical Transition Coaching, Data Informed Decision Making, and Race Equity.

Policy and Advocacy Goals
This approach aligns with the work outlined in Washington State Substitute Senate Bill 6560, which was passed into law in 2018. The bill requires “...the Department of Children Youth and Families (DCYF) and the Office of Homeless Youth Prevention and Protection Programs to develop a plan to ensure that, by December 31, 2020, no unaccompanied youth is discharged from a publicly funded system of care into homelessness.”

As such, projects funded through this RFP will contribute to statewide learning: building on previous work and informing future efforts to address youth homelessness in Washington.

In addition, this project will promote and strengthen the case for increased funding to support outreach to YYA exiting facilities into homelessness and augmentation of individual CE systems across the state, towards better meeting the needs of YYA.

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Application Information

Geography
Areas across Washington State outside of King, Pierce and Snohomish Counties.

Providers from areas with high percentages of YYA exiting from facilities into homelessness are encouraged to apply (i.e. Asotin, Cowlitz, Lewis, Clallam, Douglas and Walla Walla Counties).

Priority will be given to areas with disproportionately high rates of YYA of color exiting facilities.

Target Population
The target population is youth ages 13-17 who will be exiting juvenile detention, foster care, mental health crisis centers and drug rehabilitation centers into homelessness within 14 days.

The target population also includes young adults ages 18-24 who will be exiting jail, prison, foster care, mental health crisis centers and drug rehabilitation centers into homelessness within 14 days.

Eligible Applicants
Eligible applicants include social service providers, local tribes, and/or community centers in WA state that are located outside of King, Pierce and Snohomish Counties.

Culturally specific organizations or smaller organizations led and staffed by persons of color that primarily serve communities of color that are interested in implementing the model outlined in this RFP are encouraged to apply, even if not currently delivering homeless and housing services. If selected as a grantee, Building Changes will provide training and technical assistance.

Expectations for Funded Projects

Outcomes and Evaluation
- Expected outputs include YYA are exiting facilities with:
  - Permanent Housing
  - Employment
  - Enrollments in educational and/or skill development programs
  - Permanent Supportive Connections
  - Confidence to live independently
- Other outputs tracked include:
  - Use of Flexible Funding
  - Connections to mainstream resources
- Outcomes measured and compared to baseline include:
  - The number/percentage of exits to permanent housing
  - The number/percentage of increased incomes
  - The number/percentage of enrollments in educational and/or skill development programs
  - The number/percentage of YYA prioritized through Coordinated Entry
  - The number/percentage of YYA permanently housed through Coordinated Entry
  - Length of time between exiting facility and permanent housing
Grantees will be evaluated on client experience via client feedback loop and regular data reporting.

**Submission Instructions**

**Proposal Submission**

Please submit one (1) copy of the application that includes: application narrative, budget worksheets and supplemental materials.

Completed applications should be sent to Building Changes:

- **Via e-mail to:** [WYFF@BuildingChanges.org](mailto:WYFF@BuildingChanges.org)

**Please note the following when preparing to submit a proposal:**

- Facsimile copies of proposals will **not** be accepted.
- All submittals must be received by **4:00 pm Pacific Daylight Time on Friday, September 20, 2019**, in order to be considered.
- Proposals that do not arrive at the specified email or street address by the submission deadline will not be accepted.
- Proposals that do not follow the specified format and/or meet the submission requirements will not be reviewed.
- **All electronic copies of application narrative and budget worksheet must be in PDF or other non-editable format.**

**Evaluation and Selection Process**

This RFP process is competitive. Once applications are submitted, they will go through the process listed below.

**Initial Application Review**

The initial review will be completed by Building Changes staff. Applications will be checked to determine if they were received before the submission deadline and to make sure they contain all required elements.

**Panel Review of Applications**

Proposals will be reviewed by an *ad hoc* Review Panel, appointed by Building Changes. The review panel may be comprised of members of the Building Changes staff and external subject matter experts.

Applications will be read and evaluated on the following criteria (percentages indicate weighting of categories for review):

- **Community Needs Statement (30%)**
  - Clients served are reflective of the racial/ethnic demographics of the geographical area and agency understands systemic and institutional racist implications.
  - The case is made clearly for immediate stability services for youth (ages 13-17) and young adults (ages 18-24) exiting facilities such as juvenile detention, foster care, mental health crisis centers and drug rehabilitation centers.
The agency understands which youth and young adults are experiencing homelessness, which youth and young adults are being served through Coordinated Entry (CE), how they are being served through CE, and areas for improvement within CE.

- **Organizational Capacity (20%)**
  - Project is consistent with applicant organization’s mission, vision, values, and strategic plans.
  - Applicant demonstrates race equity in practice and cross agency staffing that aligns with local demographics and client base.
  - Staff being deployed can work with youth and young adults in an authentic way.
  - Existing or planned infrastructure can be leveraged to this project’s benefit.
  - Applicant can provide high data quality reports.
  - Applicant demonstrates ability to successfully partner with CE.
  - Applicant demonstrates ability to successfully partner with facilities such as juvenile detention centers, foster care agencies, mental health crisis centers, and drug rehabilitation centers.
  - Organization has identified and planned for potential implementation challenges.

- **Project Description (30%)**
  - Project can immediately identify and connect with youth and young adults exiting facilities.
  - Applicant has clear understanding of the CE process and how to provide navigational support.
  - Applicant has clear understanding of how to provide immediate housing options through Diversion and flexible funding if immediate housing options are not available through CE.
  - Applicant can provide access to meaningful educational and employment opportunities that increase economic mobility.
  - Applicant can strengthen community supports and long-term healthy relationships with caring adults to build up a strong network of support.
  - Applicant can measure progress and collect appropriate data points.
  - Applicant’s stated outcome goals are aspirational while also taking into consideration quality of service.

- **Project Timeline (10%)**
  - Realistic timeline for implementation of relevant programming.

- **Budget (10%)**
  - Project budget reflects realistic costs.
  - Budget narrative makes a clear and compelling case for how the project budget will support meeting the intended outcomes.
  - Budget narrative reflects planning for project sustainability beyond the grant term.

WYFF has an obligation to fund programs throughout the state; geography will be considered as an element of the overall selection process.
Applicant Site Visits
The Review Panel will recommend agencies that submit the strongest proposals for a site visit. Building Changes will coordinate directly with agency staff to schedule and execute mutually agreeable visits during October 14-18, 2019. **All applicants should reserve these dates in the event they are selected for a site visit.** Site visits are required for those agencies selected; additional documents may be requested at the time of the site visit. Please offer as much flexibility as possible since we will have several visits to accomplish, as well as many schedules to consider. In addition to Building Changes staff, when available, a member of the review panel and/or a Building Changes Board member may also participate.

Notification
Once the committee review and site visits are completed, Building Changes staff will make final funding recommendations to the Building Changes Board Program Committee and Building Changes Board of Directors, taking into consideration all activities and criteria outlined above. Executive directors of applicant agencies will be notified regarding the status of their funding award in December 2019. Project contracts are expected to begin January 15, 2020.

Applicant Selection and Awards Timeline

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<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>August 2, 2019</td>
<td>Application materials made available</td>
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<tr>
<td>August 21, 2019, 2:30–4:00 pm</td>
<td>Application Q&amp;A Virtual Meeting</td>
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<tr>
<td>September 20, 2019</td>
<td>Proposals due to Building Changes by 4:00 pm</td>
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<tr>
<td>October 7, 2019</td>
<td>All applicants notified of site visit selections</td>
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<tr>
<td>October 14-18, 2019*</td>
<td>Site visits to finalists</td>
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<tr>
<td>December 13, 2019 – tentative</td>
<td>Notify grantees of award</td>
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<tr>
<td>February 1, 2020 – tentative</td>
<td>Contracts in place with grantees</td>
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*In the event your application is selected as a finalist, please reserve times during this week for a site visit.*

Details of Q&A Virtual Meeting

<table>
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| Wednesday, August 21, 2019 2:30–4:00 pm | **Washington Youth & Families Fund**  
**RFP for Youth & Young Adults Q&A Session**  
**Wednesday, August 21, 2019 at 2:30 pm**  
Register at:  
[https://attendee.gotowebinar.com/register/3205910225277574413](https://attendee.gotowebinar.com/register/3205910225277574413)  
After registering, you will receive a confirmation email containing information about joining the webinar.  
Questions can be submitted in writing and directed via e-mail to **WYFF@buildingchanges.org**. |
Appeal Process

Grounds for an Appeal
Applicants may only submit an appeal on the following grounds:

Failure by Building Changes to follow procedures outlined in the 2018 Request for Proposal; and/or discrimination or conflict of interest on the part of a rater.

When to Submit an Appeal
Appeals will be considered only at the time an applicant is notified they will not be moving to the site-visit phase of the selection process.

How to Submit an Appeal
Building Changes must receive all appeals in writing within five business days of receipt of site visit selection notification.

Appeals may be mailed, emailed, or hand-delivered. Applicants should indicate the grounds for their appeal and a short description of why they are appealing.

Appeals should be addressed to:

Building Changes
1200 12th Avenue South, Suite 1200
Seattle, WA 98144
Email: WYFF@BuildingChanges.org

Review of an Appeal
All materials (application, score sheets, reviewer comments, supplemental materials) pertaining to the applicant along with the appeal letter will be given to Building Changes for review. The Building Changes Program Director has the authority to have a new reviewer read and consider the application. Building Changes will have 10 business days to review the materials and provide a written decision back to the applicant.