



## Homeless Investments Request for Proposal Project Application – Emergency Services (Day and Overnight Shelter, Day Center, Hygiene Services)

**(30 points total)**

**12 pages maximum – Enter answers directly into this document**

Emergency Services projects provide immediate and low barrier access through a Housing First approach. Emergency services will be provided through basic and enhanced overnight and daytime shelter (including up to 24-hour shelter), basic day centers, and basic hygiene services. Enhanced hours can be provided through a single-site project operated by one agency, or through two projects (such as an overnight shelter and daytime shelter) operated by one agency or operated jointly by two agencies in a partnership. Emergency services should be housing-focused and are not intended to provide a long-term living situation. Services can be provided through either a basic or enhanced model, and more detail can be found below. Please review the Emergency Services program model in Appendix D prior to completing this application.

1. Select what service level your agency is applying for (for more information on “basic” and “enhanced” services, see the Emergency Services program model in Appendix D):

**Basic Services:** The primary goal of Basic Services is to meet the basic needs of people experiencing homelessness.

**Enhanced Services:** The primary goal of Enhanced Services is to provide a pathway for rapid exit to permanent housing.

2. Select what projects your agency is applying for (*check all that apply*):

Day Center (provides daytime supports *without access to* shelter beds/sleeping quarters)

Day Shelter (provides daytime supports *with access to* shelter beds/sleeping quarters)

Hygiene Services

Overnight Shelter

### **A. PROJECT OVERVIEW AND POPULATION (UNSCORED)**

1. Provide a general description of your emergency services project, including the general layout of the facility, (including number and layout of sleeping areas, on-site storage for participant belongings, on-site capacity for participant pets, or other features), description of any hygiene facilities (restrooms, showers, laundry, etc.), and whether your program offers meals. If meals

are offered please list the number of days per week and the number of meals per day that are offered.

SHARE (Seattle Housing and Resource Effort) was founded in 1990 by direct action--homeless people themselves rising up, setting up their own rules and protections, speaking for themselves, and requesting unused space be given them to run their own indoor shelters. SHARE's action made national news--the New York Times covered the story, stating, "For Seattle's Homeless, Home Rule!," and resulted in SHARE's striking a partnership agreement with the City of Seattle to use an unused building--the Bus Barn, near Seattle Center--for a large, co-ed self-managed shelter. This gave birth to our decentralized, multi-location, self-managed SHARE shelter network, which is now spread throughout the City in almost every neighborhood, with some host partnerships having lasted two decades or more.

SHARE's principles, model and practices are simple, effective, and powerful:

**\*\*SELF-MANAGEMENT**, or home rule, is critical, and maximizes the survival and dignity of members of the homeless community. SHARE's democratic model allows homeless people to use their voice and vote, participate, share their gifts and skills, and be their own leaders and the architects of their own destiny. This, more than any other factor, enables people to find their own pathway home, because they themselves get to name, own, define and execute their own solutions.

**\*\*DECENTRALIZATION** is powerful, efficient, community-building, and promotes the use of underutilized spaces in a growing, gentrifying City. SHARE's decentralized shelter network promotes investment and involvement in homeless solutions neighborhood by neighborhood, church by church, and person by person. Varied locations and entry times allow shelter members the flexibility to remain where they work, receive services, or simply feel most safe and secure. Varied locations and host sites activate host shelter sites' congregants, community members, and neighborhoods, and encourage personal and community involvement in homeless solutions much broader than simply the provision of shelter. One of our congregational shelter hosts says, "We are blessed to be a blessing, and gain much more from the experience than we give!" Our shelters span the City, from Ballard to the University District to downtown and the South End.

**\*\*PARTNERSHIPS** are critical to maximizing solutions. These include SHARE's longstanding partnerships for funding (City of Seattle and others), hosting (multiple different host sites, including some neighborhood church sites that have hosted SHARE shelters for decades), services, and other amenities. SHARE has a broad and strong partnership network, comprised of more "moving parts" and partner participants than any other provider.

\*\*GRASSROOTS ORGANIZING is a dynamic, energetic model, and is cost-effective. SHARE operates on a shoestring budget and with a lower-than-any-other-provider per-bednight cost because our participants themselves contribute many hours of sweat equity in running their own spaces, doing shelter chores, and volunteering for shelter, host site, and organizational tasks. A small cadre of skilled community organizers, hired from our own community, who themselves make minimum wage (as a matter of philosophy and necessity) provide troubleshooting, accountability, and oversight.

These four core principles were pioneered by SHARE for modern shelter provision, and are now nationally and locally recognized as best practices. For example, City of Seattle sanctioned encampments demanded self-management, organizing, decentralization (host site duration limit by neighborhood) and partnerships as part of management plans to secure City contracts. Two of these City-sanctioned encampments, Tent City5 Interbay and Licton Springs Village, are facilitated by SHARE.

PROJECT DESCRIPTION: SHARE's 11 self-managed indoor shelters provide safety, stability, and community for up to 187 people nightly in 10 locations, with shelter capacity varying from 10 – 30 people. Eight are co-ed, two are men-only, and one is women-only. Entry times vary by shelter and range from 6pm to 10pm. With prior verification, members of some of our shelter locations who work, attend school, or participate in religious functions have the option to enter later. Closure times range from 7am to 9am. One shelter (University Lutheran) has close working relations with an adjacent women's day center (Elizabeth Gregory), and all-day Saturday stay-in permissions. All of our shelters have all-day stay-in abilities on major holidays and during severe weather.

All shelter sites provide at least one locker's worth of storage facilities. All shelter sites provide restrooms adjacent to the sleeping facilities. Four shelter sites provide shower facilities--Bunkhouse Days, Bunkhouse Nights, Maple Leaf Lutheran and Vets Hall. Several shelter sites provide kitchen facilities, giving participants the ability to cook their own meals. In addition, shelter participants at sites without kitchens have the ability to cook during the day at our Logistics Hub (currently the Aloha Inn) on a rotation, and to have evening meals delivered to their shelters.

None of the indoor shelter sites accepts pets, but all accept service animals. Two bus tickets are provided to each participant each day for transportation to and from the shelter. Additional tickets are provided to attend SHARE meetings or conduct SHARE business.

OPERATIONS SPECIFICS: Self-management gives shelter members a sense of belonging to something bigger than themselves. Each shelter group democratically elects two to three members (depending on shelter capacity) as shelter leadership. New leadership is

elected by paper ballot every two weeks. Shelter leadership is responsible for managing the day-to-day operations of their shelter. This includes making sure that weekly tasks are assigned in a fair and equitable manner, including daily chores for shelter upkeep, sending representatives to decision-making (management) meetings, and weekly blanket washing in accordance Seattle Public Health requirements.

Shelter members themselves conduct screening, intakes and orientation of new members for their home shelter location, thrice weekly, at the SHARE office. Shelter members conduct weekly house meetings to discuss issues affecting their shelter specifically. Shelter groups are also responsible to see that all SHARE and shelter-specific policies are followed. If a shelter member does not agree with a decision of the group, there is a grievance process that the member is encouraged to follow to address the issue. This grievance process is also peer-self-managed.

Two other SHARE self-managed efforts support our indoor shelter network:

**STORAGE LOCKERS** – Since 1994, SHARE has offered a Storage Locker program that provides up to 200 homeless people a safe and secure place for their personal belongings that is conveniently located in the South Lake Union neighborhood and hosted by Vulcan, Inc. Locker size is similar to those found at airports. Hours of operation Monday-Friday are 6:30am to 8:30am. Weekend/holiday hours are 7am to 9am. SHARE Storage operates in a manner similar to SHARE’s Indoor Shelters: leadership is elected on a bi-weekly basis, and is responsible for making sure that policies and procedures are followed. In exchange for the use of a storage locker, each Storage Locker participant agrees to one two-hour work shift and to attend one Storage Locker-specific decision-making meeting per month. Work shifts consist of security, handing out locker keys, and issuing and renewing storage locker contracts.

**SHARE2** – Since 1995, recognized leaders within SHARE have been able to enhance their role by participating in our SHARE2 housing for work program. SHARE2 workers provide extra support to larger shelters that may have logistical challenges. This additional support that SHARE2 workers provide allows these more complicated shelters to succeed in the self-management of their shelter. SHARE2 workers are recommended by an interview committee of six SHARE community members. In exchange for 8-12 hours of work per week and a utility co-pay of \$110 a month, a SHARE2 worker receives a room in one of our SHARE2 houses. An added benefit is that SHARE2 workers are able to establish both residence and work history. SHARE2 houses are self-managed. Weekly meetings are held to discuss issues specific to each house, and to assign weekly chores and attendance at SHARE’s decision-making meetings. As leaders within the SHARE community, SHARE2 workers make themselves available to answer policy and procedural questions at decision-making meetings.

- a. If your project has the capacity to expand for severe weather and other emergencies, how much additional capacity can be created?

There is no emergency expansion-of-capacity potential at our current locations, but all shelter sites have emergency procedures for all-day stay-ins during inclement weather or other emergencies. SHARE itself has the capacity to add more self-managed shelter host sites, providing additional ongoing capacity, if space is offered.

2. Describe how many people will be served each year and what percent of those will meet project outcomes.

Around 2,000 unique individuals stay at SHARE shelters through the year. With the scarcity of available housing, having survival support, community, leadership opportunities, and a voice and vote for as long as it takes to navigate the system is critical. SHARE participants are motivated and activated through their ability to be leaders in SHARE and in their own lives.

SHARE's values include speaking the truth and keeping our word. A 40% exit-to-permanent housing rate across programs is a painful impossibility considering the lack of affordable housing in Seattle. Demanding it forces competition, false promises, and a practice commonly called "creaming"--programs rejecting hard-to-serve folks to gain better housing outcomes. SHARE is poised to considerably strengthen our case management component next year. We will strive for a 5-10% exit-to-housing rate.

1. Where is this project located? Provide exact addresses of all office type locations where participants will be served. If services will be co-located within facilities not managed by your agency please identify them as co-located.

SHELTERS: Maple Leaf Lutheran Church - 10005 NE 32nd Ave (co-located); Woodland Park United Methodist Church - 304 N 78<sup>th</sup> (co-located); St. John United Lutheran - 5515 Phinney N (co-located); Greenlake New Start Shelter - 7400 Woodlawn (co-located); St. Luke Episcopal - 5710—22nd NW (co-located); Vets Hall Shelter at Trinity United Methodist Church – 6512 23rd NW (co-located); Gift of Grace Lutheran Church - 2102 N 40<sup>th</sup> (co-located); University Lutheran Shelter - 1604 NE 50th (co-located); Safe Haven at LIHI - 2407 First (co-located); Bunkhouse Nights and Bunkhouse Days Shelters – 3516 S. Juneau (co-located)

SHARE OFFICE: 1902 Second Avenue (co-located)

LOGISTICS HUB: The Aloha Inn - 1911 Aurora (co-located)

STORAGE LOCKERS: 963 Mercer Street (space donated by Vulcan, Inc) (co-located)

SHARE2 SITES: Holly House - 4221 S. Holly Street; Graham House - 2809 S. Graham Street; Bunkhouse SHARE2 - 3516 S. Juneau (co-located)

3. What household types are eligible for this project?

*You may check more than one box.*

- Couples
- Families with children
- Seniors (60+)
- Single females
- Single males
- Young adults (18-24)
- Youth (under 18)

4. What specific populations, if any, is this project designed to serve?

*You may check more than one box.*

- All populations
- LGBTQ
- People living with disabling health conditions
- People living with drug or alcohol addictions
- People living with mental illness
- Seniors (60+)
- Veterans and/or their families
- Young adults (18-24)
- Youth (under 18)
- Cultural/ethnic communities (please list)

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**2. PROJECT DESIGN DESCRIPTION (22 POINTS)**

**Commitment to Housing First and Low Barrier (8 Points)**

1. What criteria must participants meet before receiving services?

Our self-managed model welcomes diversity in all aspects as long as participants adhere to our Code of Conduct (sobriety and non-violence). SHARE participants determine policies, rules and operating principles, and take responsibility for the day-to-day (and night-to-night) work of running their own shelters. This ensures that our shelter and project sites are safe, comfortable, and welcoming to all. SHARE strictly enforces our Non-Discrimination policy. Participants are of a wide variety of backgrounds and ethnicities. Most come from other shelter programs or situations of homelessness both indoors and outdoors. Language barriers, if any, are overcome through peer-to-peer interpretation.

2. What would cause your agency to deny someone entry into this project?

If a participant is barred for an act of violence—a rarity in our system—we cannot make sure s/he does not exit to homelessness. If a participant is barred for a lesser offense, s/he can be

referred to screenings for another shelter or Tent City. All participants can appeal their bars through our strictly adhered-to grievance and bar appeal processes. Through this bar appeal/grievance process, participants are able to have bars overturned or reduced.

3. Why would someone experiencing homelessness want to participate in your project?

People choose SHARE shelters for their dignity through self-determination and self-management. Our decentralization and multiple host sites offer neighborhood-based homeless people opportunities to be in neighborhood-based shelters. This is crucial to folks who work in or have service or historical ties to specific neighborhoods.

4. What project rules must participants follow, and what happens if a participant does not follow the rules?

Participants must maintain sobriety, be non-violent, and participate in the life of the shelter (by doing chores and attending meetings). If a participant does not follow these rules, s/he is either issued a warning or barred from the shelter, depending on the infraction, its severity, and/or whether it's part of a pattern of violation. Acts of violence result in permanent bars; lesser infractions are issued warnings or bars of shorter duration. Every participant has a right to appeal his/her bar, by following our grievance process.

5. What criteria must participants meet before your agency works with them to start their housing search?

First, peer-to-peer resource-sharing is a powerful tool, well-utilized by the empowered participants of SHARE, who give support, advice, feedback, and resource/housing referrals to each other. This happens organically and frequently among our shelters, and no criteria stands in the way of this resource-sharing. Second, starting in 2017 SHARE established a circuit-riding Case Management component, with a special focus on housing search. ALL shelter participants are invited to participate in this Case Management component by meeting with the Case Manager on-site at their home shelter location, and then attending followup appointments.

6. If someone is asked to leave the program, what steps does your project take to make sure they do not exit to homelessness? Can a household who has been asked to leave return to this project at another time?

If a participant is barred for an act of violence, we cannot make sure s/he does not exit to homelessness. If a participant is barred for a lesser offense, s/he can be referred to screenings for another shelter or Tent City location.

***Rating Criteria – A strong application meets all the criteria listed below:***

1. Individuals accepted into emergency shelter and services should fit the HUD definition of 'literally homeless'. Homeless includes individuals sleeping outside or in a place not meant for human habitation, and individuals fleeing domestic violence. Programs should serve 100% or a very high percentage of people entering from an unsheltered situation.
2. Project does not deny entry into the program due to sobriety, mental health needs, disability, physical health needs, race, ethnicity, gender, sexual orientation, criminal back ground, poor credit or rental history, or participation in services.
3. Applicant provides several concrete reasons why their project would be appealing to individuals experiencing homelessness, including how informal barriers to accessing shelter and day services are minimized.
4. Project has minimal rules. Rules that do exist are designed to promote the physical and emotional safety of participants and staff in the least restrictive manner possible. When rules are not followed, project has systems in place to offer participants additional support to adjust their behavior and be successful in the program. Project does not have requirements regarding participation in services. Participants right to self-determination is upheld.
5. For projects focused on exits to permanent housing, all participants are considered 'housing ready' upon project entry. No requirements must be met before housing search is started.
6. Applicant presents thorough plan to avoid exiting any household into homelessness when the household is asked to leave the program. Project has policies or procedures in place to allow households to re-enter services at a later time.

#### **Commitment to Racial Equity Goals (6 Points)**

1. How will your agency make sure that your project meets the racial equity goals listed in Section V.B. of the Guidelines and Application Instructions? Please provide specific examples.

SHARE is a City leader in providing culturally competent shelter and organizing, and for being reflective and responsive in our work. The culture of the homeless community IS our organization, since we are peer self-managed. Our diverse membership is reflected in our elected leadership and staffing, since our leaders and staff all come from the homeless community.

People of color, especially African Americans and Native Americans, are most likely to become homeless, least likely to find shelter, and least likely to make it from shelter to housing. This injustice requires an organizing solution, and broad-based efforts to right a societal wrong. It also requires leadership development among disaffected communities.

The grassroots, outreach-focussed and self-managed nature of our shelters help right some of this imbalance, and increase access for men and women of color who have historically been edged out in other City programs. Our model allows people of color leadership opportunities in SHARE and in the broader community.

Our staff of formerly homeless people is racially diverse, which helps establish a welcoming environment and bring people who've felt isolated into our diverse community.

**Rating Criteria – A strong application meets all the criteria listed below:**

1. Project demonstrates an understanding of the racial equity goals for this RFP and gives specific examples of what they will do to meet the goals.

**Commitment to Housing-Focused Services (8 Points)**

1. Describe the staffing model for your project.
  - a. What supportive services are offered and when?

Our first, best supportive service is the contextual support and dignity of peer self-management-homeless people creating their own rules and operating principles. One skilled community organizer is assigned to each location, and assures effective facilitation of weekly meetings and the safe operation of each site in accordance with SHARE procedures, host agreements, and neighborhood expectations. Starting in 2017 SHARE added a circuit-riding Case Management component to our operations, with a special focus on housing search and housing applications. We will expand and make more effective this Case Management component in 2018.

- b. What is the ratio of staff to participants?

SHARE is not a direct-service shelter provider, it is unique and self-managed. Each shelter location elects its own leadership on a bi-weekly basis, by a secret ballot process during weekly House Meetings. Most locations elect a Coordinator and Assistant Coordinator (two elected positions); some of our larger sites elect a slate of Executive Committee Members (3 to 5 people, depending on size of the community). The typical ratio of elected leaders to participants is one elected leader per 10 participants.

SHARE shelter staff are Organizers and Facilitators, not bosses or direct service providers, and they ride a circuit among shelter sites. Staff Organizers typically are assigned four or five locations. The typical ratio of Staff Organizers to participants is one Organizer per 40 participants.

Starting in 2017 (with the Low Income Housing Institute), and expanding-with-new-partnership (Catholic Community Services) in 2018, SHARE offers circuit-riding, housing-focused case management to our participants on-site at our shelters in the evenings, with weekday follow-up and drop-in appointments. Typical caseload (so far) is 20-30 participants per case manager.

- c. What responsibilities and/or tasks do project staff have during housing search and application?

Both Shelter Leaders and Shelter Organizers are accountable to the membership and the Power Lunch. Staff are hired and supervised by the participants they work for. Staff

Organizers are responsible for assuring safe and accountable operations of each shelter, assuring lines of communication are open, responsive and accountable, facilitating weekly House Meetings, trouble-shooting, assuring each site has the supplies it needs, and providing Homeless Verifications.

Case managers develop relationships of mutual trust and respect with participants who are willing to engage, providing them with access to a full range of resources and services. Housing search is always a top priority, especially given the scarcity of affordable units both with and without onsite services. Case managers are responsible for Housing Search, Housing Application, and followups. Case managers use person-focused strategies--based on individual strengths, preference and needs—to provide referrals to medical, mental health and behavioral health resources, treatment, financial support services, and to help with the acquisition of veterans or disability benefits, employment, ID, and legal support. Case managers perform a number of tasks to help participants secure permanent housing. These tasks include housing referrals and assessments, assistance with applications, debt abatement, assistance with securing deposit and application funding, interview coaching, and follow-up once housing is secured.

2. What qualifications or qualities are most important to your agency when hiring direct-service staff? How do these prepare staff to serve your participants?

SHARE is not a direct-service shelter provider, it is self-managed. Each shelter location elects its own leaders on a bi-weekly basis, by a secret ballot process during weekly House Meetings. SHARE shelter staff are Organizers and Facilitators, not bosses. Both Shelter Leaders and Shelter Organizers are accountable to the membership and the Power Lunch. Staff are hired and supervised by the participants they work for. SHARE's strong value is to hire new staff from among participants, assuring fundamental knowledge of the SHARE community and adherence to its democratic, self-managed values.

3. *For Enhanced Services Only (Day and Night):* How does your project support participants to exit to and/or stay in permanent housing and meet the performance measures shown in Appendix E?

N/A

4. How does your project ask for and incorporate participant feedback about your services into your project design, policies, and/or procedures? Please provide examples.

SHARE participants determine the policies, rules and operating principles of SHARE, and take responsibility for the day-to-day (and night-to-night) work of running their own shelters. SHARE participants ARE the organization, and their feedback IS the design, policy and procedures of our organization. Each SHARE site holds a weekly House Meeting to discuss problems, agree on (and act on) solutions, modify site-specific rules, address host concerns, and share information.

These meetings are run by participants themselves. SHARE’s weekly organizational business meeting, known as the Power Lunch, provides participants from each SHARE location the opportunity to report on site operations and participate in decision-making about policies and direction for the whole organization. This model remains unique in the City.

**Rating Criteria – A strong application meets all the criteria listed below:**

1. Project’s staffing model supports the core components of emergency services including addressing participants’ basic health and safety needs, connecting participants to housing and other resources, and assisting with document readiness.
  - a. Services are focused on addressing participants’ health, safety, and housing needs. Services are offered at times and locations tailored to meet the diverse needs of participants.
  - b. The ratio of direct-service staff to participants supports housing-focused services such as assisting participants in gathering documentation, removing barriers to housing, and negotiating with landlords as needed to support successful housing placements. Project staff tailor services to meet the unique needs of each participant.
  - c. Project staff take on a greater or lesser role in housing search based on each participant’s unique set of strengths and barriers. Specific examples are provided.
2. Applicant is intentional about what qualifications they look for in potential direct-service staff, and how those qualities translate to high-quality, culturally relevant services that meet the needs of participants. Specific details are provided.
3. *For Enhanced Services Only (Day and Night):* Description of services demonstrates how participants are supported to achieve and maintain a rapid exit to permanent housing. Services should be voluntary and tailored to the individual needs of each household.
4. Applicant provides detailed information about the strategies it will use to solicit and incorporate participant feedback into ongoing project design. Strategies consider factors such as language access, and confidentiality.

**BUDGET (8 POINTS)**

1. Complete the attached budget proposal sheets. The costs in this budget should be for the project only, not your total agency budget.
2. In a budget narrative below, explain how these funds will be used and identify other resources and amounts that will be used to support the participants served by this Project. For each line item listed with a dollar figure (except totals) provide a brief narrative detailing: how the item relates to the proposed service; and the method used to determine the cost.

The SHARE budget was derived from our 27+ years of actual experience of providing self-managed shelter, and was determined by review of financial statements for prior years’ operations.

Staffing: A relatively small cadre of skilled community organizers—hired from our own community—facilitates operations of our shelter network and its support services. Our staff—as

a matter of egalitarian philosophy and necessity—make minimum wage, but receive excellent health and dental benefits. They also receive ORCA cards as a benefit of employment. Our .5 FTE data enterer makes a slightly higher wage, based on the going rate for these services. Our 1 FTE case manager also makes a higher wage, based on going rate for these services.

**Operating Supplies:** Our shelters are flexible and portable, but require cleaning and hygiene supplies such as toilet paper, paper towels, cleaning solutions and supplies, food service supplies, and repair supplies and materials.

**Other Professional Services:** We use ADP as our payroll service, have an independent bookkeeping contract, and pay an independent CPA annually to conduct our financial review.

**Other Services and Charges:** Our shelters are decentralized, in multiple locations and require logistics and site support by location. We provide cell phones and coverage to all sites on an agency plan. We use company vehicles (most donated) to facilitate delivery and pickup of blankets, supplies and materials for our shelters, and occasionally to transport participants to events and meetings. These vehicles require fuel, insurance, and repairs. Participants need bus tickets to get to and from their shelter locations daily/nightly, and to attend meetings and events. Photocopying is necessary for meeting materials, copies of shelter intake packets, rules and contracts, and for communication purposes in our widespread network. Insurance is necessary for host locations, the organization as a whole, and for our vehicles. We have a small set of offices in the Josephinum, necessary for conducting organizational business, shelter screenings, and meetings to support our locations and organization. Utilities must be paid to most shelter host locations (although some offer these as a donation, part of their ministry). Utilities must be paid at our SHARE2 Housing-for-Work Sites. Repair and maintenance costs at many of our shelter host locations must be borne by SHARE, since many host congregations themselves are strapped financially and need financial support to conduct their ministry of shelter in partnership with SHARE. Other miscellaneous expenses include pest control, fire safety contracts and supplies, food for community meetings, client assistance (a function of case management, for person-centered support) and truck rental for delivery/pickup of large supply orders or donations, and occasional dump runs.

On the income side, other financial sources of support for the SHARE shelter network include ESFP, funding from King County, our annual Shelter Board fundraiser (the Harvest Time Auction), individual donations, congregational donations, grants and foundation fund sources, and matching funds from local companies. Also, SHARE receives incalculable (but invaluable) in-kind donations of space (from our host communities), volunteer support, and amenities provided by host congregations, neighbors, and other supporters.

***Rating Criteria – A strong application meets all the criteria listed below:***

1. Budget forms are complete and reflect projectonly.
2. Costs are reasonable and appropriate given project, people to be served, and proposed outcomes. Applicant includes a budget narrative which identifies and justifies how funds will be used.

