Request for Proposals (RFP) for Rental Assistance and Supportive Services

July 2014

Funding Partners:

FOUNDATION FOR THE CAROLINAS
MECKLENBURG COUNTY
Table of Contents

1. Introduction
2. General Procedures
3. Foundation For The Carolinas
4. Mecklenburg County
5. Appendices
1. INTRODUCTION
1.1 Overview

Foundation For The Carolinas (“FFTC”) and Mecklenburg County Community Support Services (“CSS”) are jointly accepting proposals from agencies that serve Homeless Families in Mecklenburg County. Funds are available from FFTC’s A Way Home (AWH) Housing Endowment Start-up Fund for rental assistance and supportive services and from the County’s Housing Stability and Supportive Service Fund for supportive services for the purposes of this Request for Proposals (RFPs.) The County’s supportive services funds must be paired with non-time limited housing.

The primary intent of this RFP is to: 1) select and contract with qualified organizations demonstrating competencies in the Housing First Model and best practices in resident outcomes for eligible populations; 2) ensure health and safety of residents; and 3) demonstrate efficient and responsible use of funds. This coordinated RFP provides a streamlined process for FFTC and CSS to review applications and award funding to organizations most qualified to address the target population’s needs. Applicants may choose to apply for one or both funding sources available through this RFP on Form A - Joint Funding Application. Applying for funding from both funding sources is highly recommended when appropriate.

1.2 Participating Funders and Funding Availability

1.2.1 FOUNDATION FOR THE CAROLINAS (“FFTC”): For the purposes of this RFP, FFTC will allocate $125,000.00 from its A Way Home Housing Endowment Start-up Fund to agencies that will provide AWH Targeted Prevention support or AWH Housing support to at-risk families (AWH Targeted Prevention) or homeless families (AWH Housing) who are on a path to sustaining stable housing within two years or less. Priority will be given to eligible returning veteran families. Funds will be allocated for one year, with a second year of renewal funding dependent on recipient agency performance, funding availability and the eligible population served. Multiple agencies may be awarded funding.

Contact: Carol Morris, Vice President, Community Initiatives and Civic Leadership
cmorris@fftc.org, 704-973-4550

MECKLENBURG COUNTY COMMUNITY SUPPORT SERVICES DEPARTMENT (“CSS”): For the purposes of this RFP, Mecklenburg County CSS will allocate up to $200,000.00 for supportive services for one fiscal year with a one year renewal funding depending on recipient performance, funding availability and the eligible population served. One or multiple awards may be awarded. In its discretion, Mecklenburg County CSS will allocate Housing Stability and Supportive Services (HSS) funds based on a 1 to 15 social worker to client ratio to qualified RFP respondents.

Contact: Jamie Privuznak, Management Analyst Jamie.Privuznak@mecklenburgcountync.gov, 704-432-3525
1.3 Goals and Objectives

The goal of this RFP is to provide rental assistance and supportive services to homeless service providers/programs that support the goals of the *Ten Year Plan to End and Prevent Homelessness* (“Plan”).

For the purposes of this RFP, the proposals must support homeless families earning less than 50% of the Average Median Income (AMI), with AWH funding priority given to homeless and at-risk returning veteran families (Returning veterans are those who served since 9/11.) Homeless families identified through the Coordinated Assessment Housing tool as being in the “yellow” and “orange priority” levels for Rapid Rehousing be given priority for County supportive services funding. Also, service providers that demonstrate a clear understanding of the Housing First Model and its implementation will be given priority as part of the RFP review process.
2.

GENERAL PROCEDURES
Information Session

Organizations interested in applying for funds are strongly encouraged to attend an information session on August 1, 2014. During this session, FFTC and CSS will provide an overview of the RFP, discuss the common funding priorities and goals, provide information on each of their available funds, and provide details on the application process.

INFORMATION SESSION

August 1, 2014

10:00 AM EST

Hal Marshall Center,
Environmental Protection Boardroom, 2nd floor
700 N. Tryon St,
Charlotte, NC 28202

2.1 Timeline for Submission and Award

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Notice announcing RFP</td>
<td>Monday, July 21, 2014</td>
</tr>
<tr>
<td>RFP Information session</td>
<td>Friday, August 1, 2014</td>
</tr>
<tr>
<td>Final date for submission of questions</td>
<td>Friday, August 8, 2014</td>
</tr>
<tr>
<td>Proposal submission deadline</td>
<td>Friday, August 15, 2014</td>
</tr>
<tr>
<td>Proposal evaluations complete</td>
<td>Friday, September 12, 2014</td>
</tr>
<tr>
<td>Project proposal selection and funding</td>
<td>Friday, September 19, 2014</td>
</tr>
<tr>
<td>award</td>
<td></td>
</tr>
</tbody>
</table>

2.2 Submission of Questions

Notify Jamie Privuznak, in writing or via email if discrepancies or omissions are found in this RFP or any other document(s) provided by FFTC and CSS. A written addendum will be made available, via Mecklenburg County and FFTC’s website, as deemed necessary by FFTC and CSS. Any questions about this RFP must be submitted via email. All questions shall be directed to:

Jamie Privuznak, Management Analyst via Jamie.Privuznak@mecklenburgcountync.gov no later than 5:00PM EST, August 8, 2014.
2.3 Submission of Proposal

2.3.1 All Proposals must include:
   a. Electronic Copy:
      Submit one PDF attachment of all non-confidential information and one PDF attachment of all confidential information to Jamie Privuznak, Management Analyst, Mecklenburg County, via Jamie.Privuznak@mecklenburgcountync.gov

      NOTE: All information contained and submitted in the proposal that is not identified as confidential shall become public property and after final award of the RFP, copies of non-confidential portions of each proposal submitted may be provided to parties requesting copies of the request for proposal submissions.

   b. Hard Copies:
      Three hard copies of the proposal are required. If applying for the A Way Home Targeted Prevention or Housing dollars, attach three copies of the completed budget excel form (Form B). If applying for the County’s Supportive Service dollars, attach three copies of the completed budget excel form (Form C).

   c. USB Drive:
      Include one USB drive with your agency’s proposal in a PDF format. If applying for the A Way Home Targeted Prevention or Housing dollars, attach three copies of the completed budget excel form (Form B) on the USB drive. If applying for the County’s Supportive Service dollars, include the completed budget Excel form (Form C) on the USB drive. Include the USB drive with the three hard copies.

2.3.2 Submission Date
   Proposals must be received at Mecklenburg County Community Support Services, Harold R. Marshall Building, 2nd Floor, 700N. Tryon Street, Charlotte, NC, 28202. All proposals must be received by 5:00pm EST on August 15, 2014.

2.3.3 Proposal Format
   Organize and label your responses according to each section heading and make sure your responses fully describe the proposed program. The more clearly you describe the project, the eligible population, the funding need, and the housing and services proposed, the better your application will be understood. All proposal responses must meet the following requirements:
• All proposals shall be 8 1/2" x 11" formatted with all standard text no smaller than eleven (11) points;
• PDF files must be submitted;
• The three hard copies must be printed double-sided; and
• Materials must be submitted in a format that allows for easy removal and recycling.

If a responding firm chooses to provide additional materials in their proposal beyond those requested, those materials should be included in a separate section of the proposal. FFTC and CSS reserve the right to accept or reject any or all submittals. FFTC and CSS also reserve the right to investigate the financial capability, reputation, experience, location, references, history, integrity, skill, judgment, and quality of performance under similar operations of each respondent.

NOTE: All proposals as submitted are final. No changes or amendments will be accepted.

2.4 General Proposal Content

2.4.1 Applicant Capacity and Experience

Provide a brief history of the Applicant Organization, including purpose, current programs and number of staff persons. Describe the experience and capacity of the service provider to coordinate, provide and/or act as a referral agent for community-based services that support persons of the eligible population. Include a brief description of the organization’s history, mission, staffing, and the services the organization provides/coordinates.

Describe the applicant’s experience providing rental assistance and/or supportive services programs to the eligible population described in this proposal. Identify the number of families/households and/or veterans your agency has moved into rental housing within the last 12 months.

2.4.2 Partnership History

If partners are a part of your RFP application, provide information on their history collaborating with your agency and how the partnership will facilitate a streamlined process for participant access to the rental assistance and/or services being offered.

2.4.3 Funding Request

List the funding programs you are applying for, including the amounts requested from each program (CSS, AWH Targeted Prevention and/or AWH Housing.) Explain how funding will be used (e.g., supportive services and/or rental assistance) and state whether all funding is required for your proposed project to move forward. Explain
how you propose to maximize or leverage existing or committed funding by pairing with the funding sources in this RFP.

Note: If your agency is applying for the County’s Supportive Service dollars, please download the Support Service dollars budget Excel form (Form C) from the website below and attach a completed Excel form to your RFP response. If your agency is apply for A Way Home dollars, please download the A Way Home dollars budget Excel form (Form B) from the website below and attach a completed Excel form to your RFP response.

2.4.4 Program Description
Identify the eligible population, e.g., homeless families, domestic violence survivors, disabled, returning veterans, mentally ill, substance abuse recovery and other subpopulations. Describe how your agency’s services/programs are structured to meet the needs of the intended eligible population. Include a description of how your program provides an integrated housing solution for the eligible population. Describe how your program collaborates with the Continuum of Care planning process. (See Appendix C for definition of Continuum of Care).

2.4.5 Supportive Services Plan
Provide a detailed description of the type of supportive services to be provided to residents, including the tenant selection and maintenance policies, if applicable. Explain how services will increase stability for participants. Explain how residents’ needs for services are identified and individual service plans are developed. Also, provide information on how your agency will help create linkages for participants to other community resources.

2.4.6 Proposed Financing
The proposed financing sources for FFTC and CSS must be demonstrated according to the requirements for submission outlined in the FFTC and the CSS sections of the RFP.

2.4.7 Forms
Every applicant is required to submit the Joint Funding Application (Form A) and the appropriate budget forms (Forms B & C).

2.4.8 Required Attachments
a. Cover letter
b. Three letters of references that can speak directly to the applicant’s service provider experience
c. Applicant’s financial statements prepared by a certified public accountant for current year and previous year
d. Applicant’s Articles of Incorporation and current bylaws
e. IRS 501c(3) determination letter (if non-profit)
f. List of Board of Directors, include addresses and telephone numbers

g. Current organizational chart

h. Resident Service Plan

i. Completed AWH Targeted Prevention and/or AWH Housing Subsidy budget and HSS Supportive Services budget Excel forms (Forms B and C)

2.5 Eligibility Criteria

2.5.1 Eligible Applicants

The following organizations are eligible to apply for funds under this RFP:

- Public Agency
- Private Nonprofit (501)(c)(3)
- Private for Profit

In order to be awarded funds, applicants must demonstrate they have the capacity to:

1) Administer rental assistance;
2) Help clients secure housing units in diverse zip codes in the private market; and
3) Achieve the performance outcomes outlined for the funding requested.

Programs awarded CSS supportive services funding must have a non-time limited housing component, whereas units are made affordable to clients for as long as a subsidy is needed.

2.5.2 Eligible Populations

Through this streamlined RFP process, FFTC and CSS are requesting submissions of proposals from organizations interested in providing rental assistance and/or supportive services to eligible populations in support of the community’s Ten Year Plan to End and Prevent Homelessness.

For the purposes of this collaborative RFP, eligible populations are:

a. Families who are living in a place not meant for human habitation, in emergency shelter, in transitional housing, or are exiting an institution where they temporarily resided. The only significant change from existing practice is that people will be considered homeless if they are exiting an institution where they resided for up to 90 days (it was previously 30 days), and were in shelter or a place not meant for human habitation immediately prior to entering that institution.

b. Families with children who are unstably housed and likely to continue in that state. This new category of homelessness applies to families with children who have not had a lease in permanent housing or ownership interest in a housing unit in the last 60 or more days, have had two or more moves in the
last 60 days, and who are likely to continue to be unstably housed because of disability or multiple barriers to employment.

c. Under Federal Law, a “Veteran” is any person, who served honorably on active duty in the armed forces of the United States. (Discharges marked GENERAL and UNDER HONORABLE CONDITIONS also qualify.) “Returning veterans” refer to those veterans who served in the military since 9/11 and meet the above definition. Returning veteran families include families with children headed by a returning veteran or one in which one or more eligible persons living with the Veteran are determined to be important to the Veteran’s care or well-being.

It should be noted that the County will give priority funding for supportive services to eligible populations listed under (a) and (c) above. Also, at-risk and homeless veteran families will be given priority for AWH support.

Proposals must clearly identify the population to be served; the number of clients served daily and annually and the numbers of housing units to be set aside for specific populations (if applicable).

2.5.3 Eligible Housing Units

For the purposes of this collaborative RFP, an “eligible housing unit” is affordable and must serve one or more of the eligible populations. Priority will be given for households with more significant housing barriers for County supportive services funding.

2.6 Commitment to Participate in Homeless System Development and Coordination

Projects awarded funds will be required to participate in coordinated system efforts led by the City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg Coalition for Housing and the Homeless Services Network and must participate in Coordinated Assessment. This includes only accepting referrals for programs funded through this RFP through Coordinated Assessment.

2.7 Evaluation Criteria

FFTC and CSS will evaluate the investment of the resources made available through this RFP according to its rating system. The evaluation criteria consider certain threshold requirements specific to each resource.

FFTC and CSS will evaluate the financial feasibility and the applicant’s proven program experience and capacity.
2.8 Additional Information

FFTC and CSS reserve the right to request additional information or documentation from any applicant regarding its submitted documents, personnel, financial viability, or other items in order to complete the selection process.

2.9 Additional Presentation

FFTC and CSS may, in their discretion, require one or more applicants to make presentations to the evaluation team or appear before FFTC and CSS and/or their representatives for an interview. During such interview, the applicant may be required to orally and otherwise, present its proposal and respond in detail to any question. Additional meetings may be held, as deemed appropriate. Applicants will be notified in advance of the time and format of such meetings. Since FFTC and CSS may choose to award a contract without engaging in discussions or negotiations, the proposal must define the applicant’s best offer for performing the services described in this RFP.

The commencement of additional discussions does not signify a commitment by FFTC and/or CSS to execute a contract. FFTC and CSS can terminate discussions at any time and for any reason.

2.10 Rejection of Proposals

FFTC and CSS will have a period up to sixty (60) days, unless otherwise stated, to decide which proposal best meets the criteria outlined in the RFP. FFTC and CSS reserve the right to waive any minor informalities or irregularities, which do not go to the heart of the proposal or prejudice other offers, or to reject, for good and compelling reasons, any and all proposals. Conditional proposals, or those which take exception to the RFP, will be considered non-responsive and will be rejected.

2.11 Award Decision

Upon completing their evaluation of proposals, FFTC and CSS will select the proposals that best satisfy their conditions in this RFP. Any organization selected will be notified and awarded an opportunity to negotiate a contract with FFTC and/or CSS. All unsuccessful applicants will be notified by e-mail or U.S. mail, at FFTC and CSS’s discretion, about the outcome of the evaluation and selection process. Funding requests for AWH Housing Endowment funds must be approved by the A Way Home Governance Board.

2.12 Award Distribution

FFTC will award AWH grant dollars to successful applicants in a lump sum upon completion of final grants contracts.
3. FOUNDATION FOR THE CAROLINAS: A WAY HOME HOUSING ENDOWMENT START-UP FUND

3.1.1. Program Overview

Foundation For The Carolinas (FFTC) and the City of Charlotte have partnered to create the $20 million A Way Home (AWH) Housing Endowment, which will provide a sustained source of funding for rental assistance and supportive services for homeless and at-risk families in Charlotte-Mecklenburg. It is being created to fill a significant gap in the local continuum of homeless services and support, specifically targeting a segment of homeless and at-risk families who have barriers to housing, but if given interim housing assistance and service supports, are likely to maintain their own unsubsidized housing within two years or less.

AWH grant funds will be awarded to agencies that are experienced in providing housing stabilization assistance to the populations targeted by the endowment and who are willing to be innovative with their service delivery models to achieve more positive and lasting outcomes with those they serve. Funds will be available for two program areas: 1) AWH Targeted Prevention for those who are at imminent risk of becoming homeless and 2) AWH Housing for those who are experiencing homelessness.

Guiding Principles for Use of Endowment Funds

- AWH funds will be used to support and be a catalyst for expansion and/or innovation of existing programs serving the populations targeted by AWH. When possible, AWH funds will be used to leverage other funds and resources that serve the targeted population.

- Eligible returning veteran families will be given priority for receiving AWH support.

- Housing assistance provided through the endowment will be used to help place homeless families in existing rental units scattered throughout the city as a means of providing more affordable housing options in all areas of the county. The long-term goal is to provide more rental opportunities in areas where favorable educational and employment opportunities exist, but where limited affordable housing is located.

- Programs receiving AWH funds will foster accountability, encourage self-reliance and financial independence and otherwise empower participants to make good decisions.

- Innovation and collaboration in the delivery of services will be encouraged to support promising and best practices in achieving long-term housing stabilization for the targeted population.

- Ongoing monitoring and tracking of AWH-related program and participant outcomes will ensure program effectiveness and inform continuous improvement.
• The community’s coordinated assessment system will be the primary source of entry into programs funded through the AWH Housing Endowment.

• All agencies receiving AWH dollars must participate in the Coordinated Assessment System and the local Homeless Management Information System (HMIS.)

2014-2015 Start-Up of AWH Grant Making

The AWH Housing Endowment will not be fully funded and generating interest and other earnings to support full programming (approximately $950,000 per year) until 2018. The City and several other major donors are making annual contributions to the endowment over a five-year period. Consequently, to begin programming before the endowment is fully funded, additional start-up funds are being raised through the faith community. In 2014, $125,000 is available to support AWH supported programming through this grant application. Dependent upon the recipient agencies’ performance and funding availability, one year of renewal funding for recipient agencies will be provided for families being served by AWH grant dollars.

This 2014 start-up phase creates the opportunity for FFTC to gradually scale-up and refine its grants process and programming expectations over the next several years while waiting for the endowment to be fully funded. To this end, FFTC will work collaboratively with grantees in 2014-2015 to learn and make adjustments to the process and program requirements as needed. When fully scaled, FFTC’s grant application will be incorporated into the annual joint RFP application and process developed by the City, County and Charlotte Housing Authority for homeless and housing support funding.

3.1.2. 2014 AWH Programming Requirements and Expectations

a. AWH Targeted Prevention

• Funding Availability in 2014-2015 Start-Up Year: $25,000

• Funding Goal: AWH Targeted Prevention funds are to be used to provide short-term rental assistance, financial assistance and/or supportive services to help families who are at imminent risk of becoming homeless maintain their own housing after successfully exiting the AWH-supported programming.

• Duration of Support: Families participating in Targeted Prevention may receive support via AWH funds, as needed, for up to three months.

• Participant Eligibility: Participating families must earn less than 50% of the current Area Median Income (AMI), be at imminent risk of losing their current housing and
demonstrate readiness to make immediate lifestyle adjustments to become financially stable within three months. Returning veteran families will be given priority for AWH funded support.

- **Rental and/or Financial Assistance:** Rental and/or financial assistance for participants should not exceed $2,000 per family. Financial assistance may be used to cover such expenses as car repairs, medical payments, utilities and debt relief that will enable families to move toward financial and housing stability within three months.

- **Supportive Services:** Supportive services may be provided to help families who are receiving rental and/or financial assistance move toward financial and housing stability within three months.

- **Performance Metrics, Tracking and Reporting:** Understanding the effectiveness of AWH-supported programming is critical to the ultimate success of the endowment. Agencies receiving AWH Targeted Prevention funding will be asked to track, at a minimum, the following participant data for start-up year 2014-2015. As learning occurs, changes and/or additions to the first year data collection plan will be considered for subsequent grant cycles. FFTC’s AWH Program Coordinator will work closely with recipient agencies to assist with pre and post-exit tracking of participant data during the start-up phase.

**Participant Indicators/Outputs:**

- Families receiving AWH Targeted Prevention assistance through AWH funding (number)

- Returning veteran families receiving AWH Targeted Prevention assistance (number and percentage of all families)

- Families exiting AWH-funded programming and able to sustain permanent housing upon exit of program support (number and percentage)

- Families who have sustained housing 6 and 12 months after exiting AWH-funded programming support (number and percentage)

- Adults in households maintaining employment and/or other sustainable income 6 and 12 months after exiting AWH-funded programming (number and percentage)

- Average cost per family participating in AWH-funded programming support (broken down by type of expenditure—e.g. rental assistance, financial assistance, supportive services etc.)
Performance Outcome Targets: The only performance outcome target that will be used to guide AWH-supported assistance provided in 2014-2015 will be as follows. Additional performance outcome targets may be established as learning continues during the AWH start-up phase.

- 75% of families/veterans exiting AWH Targeted Prevention programming will remain in permanent housing 12 months after exiting AWH-supported programming

Participant Demographic and Other Data: Recipient agencies will be asked to provide FFTC with aggregate entry and exit data on participating families to help understand and tell the story of families served with AWH Targeted Prevention funds.

Quarterly Status Reports: Recipients will be asked to provide FFTC with quarterly status reports including the above information.

Post-Exit Client Tracking: Recipient agencies will be required to have participants sign release agreements so that agencies, working with the AWH Program Coordinator, can track post-exit information through various avenues, including, but not limited to, contacting participants, utility companies, rental agencies and school systems.

b. AWH Housing

- **Funding Availability in the 2014-2015 Start-Up Year:** $100,000

- **Funding Goal:** AWH Housing funds are intended to be used to provide homeless families with rental assistance (subsidies) and supportive services that will help them sustain their own unsubsidized housing after exiting AWH program support.

- **Duration of Support:** Participating families may receive AWH Housing support for up to 24 months.

- **Participant Eligibility:** Participating families must earn less than 50% of the current Area Median Income (AMI) and demonstrate their readiness to make immediate lifestyle adjustments to become financially stable and independently housed within two years or less. Eligible homeless returning veteran families will be given priority for AWH-funded support.

- **Use of Funds:** The majority of funds (75%-100%) received by recipient agencies should be used for rental assistance. Up to 20 percent of AWH funding may be used for supportive services; however, every effort should be made to couple AWH dollars with County Supportive Services dollars to maximize funds used for rental assistance. Recipient agencies may use up to 5% of their funding for administrative expenses such as landlord outreach and coordination, inspection costs and other indirect costs that support program implementation and innovation. (Note: These percentages may
be adjusted during or after start-up year 2014-2015 to reflect participant and program needs. Also, FFTC will provide overall assistance to recipient agencies for client tracking post-exit and landlord outreach and coordination.)

- **Rental Assistance:** The maximum amount a family may receive for monthly AWH rental assistance will be $500.00 (including utilities) unless agencies can document that the rent reasonable for an area is higher than usual. Once demonstrated, the rental subsidy may be up to $700.00 (including utilities.) (Note: Rent maximums may shift in accordance with changes in local fair-market housing rates.)

- **Rental Units in Scattered Locations:** Rental units for which families are provided rental assistance should be located in varied zip codes throughout the county, with emphasis on helping place families in units located in zip codes where good educational and employment opportunities exist, but where access to affordable housing units is limited. Units should be accessible to nearby public transportation and convenient services.

- **Rental Unit Standards:** Rental units subsidized through AWH funds must meet the Housing Quality Standards (HQS) criteria for inspections.

- **Volunteer Support:** Although not required, programs receiving AWH funds will be encouraged to use volunteers, where feasible, to leverage resources and provide supportive connections in the communities where families live. Recipient agencies should utilize existing volunteer programs in the community that already provide services needed to house families (e.g. furniture moving and mentoring)

- **Performance Metrics, Tracking and Reporting:** Understanding the ultimate effectiveness of AWH-supported programming is critical to the ultimate success of the endowment. Recipients of AWH funding will be asked to track the following participant data for start-up year 2014-2015. As learning occurs, changes and/or additions to the first year data collection plan will be considered for subsequent grant cycles. FFTC’s AWH Program Coordinator will work closely with recipient providers to assist with pre and post-exit tracking of participants data during the start-up phase.

**Participant Indicators/Outputs to Track:**

- Families obtaining a subsidized rental unit funded through AWH (number and percentage of all families who enter AWH-funding support)

- Veteran families receiving assistance through AWH Housing (number and percentage of all families)

- Length of time for families to be placed in subsidized rental units after being selected as good candidates for AWH-funded support by recipient agency (average for all families selected)
- Addresses/zip codes of housing units rented by AWH-supported families

- Families exiting AWH-funded programming into unsubsidized permanent housing (number and percentage of all families exiting program)

- Length of time for families to exit AWH-funded programming into unsubsidized permanent housing (average for all families)

- Costs per family of providing AWH-funded assistance (average broken down by rental assistance, support services and administrative costs)

- Families who have sustained housing on their own 6, 12, 18 and 24 months after exiting AWH-funded programming support (number and percentage of all families exiting program)

- Families exiting AWH-funded programming with an increase in household income (number and percentage)

- Adults in families maintaining employment 6, 12, 18 and 24 months after exiting AWH-funded programming (number and percentage)

- Changes in absences and end of year test scores of children in families supported through AWH Housing (number and percentages of all families exiting AWH-funded support)

**Performance Outcome Targets:** The only performance outcome targets that will be used to guide AWH-supported assistance provided in 2014-2015 will be as follows:

- 85% of families exiting AWH-funded programming will remain in unsubsidized permanent housing upon exiting programming

- 75% of families exiting AWH-funded programming will remain in unsubsidized permanent housing 12 months after exiting programming

- 65% of families exiting AWH-funded programming will remain in unsubsidized permanent housing 24 months after exiting programming

Additional and/or alternate performance outcome targets will be established as learning continues during the AWH start-up phase. The magnitude of housing barriers of families entering AWH-funded programming will be considered as a risk adjustment for final program outcomes established.

**Participant Demographic and Other Data:** Recipient agencies will be asked to provide FFTC with aggregate entry and exit data on participating families to help understand and tell the story of families/veterans served with AWH Housing funds.
Quarterly Status Reports: Recipients will be asked to provide FFTC with quarterly status reports including the above information.

Post-Exit Client Tracking: Recipient agencies will be required to have participants sign release agreements so that agencies, working with the AWH Program Coordinator, can track post-exit information through various avenues, including, but not limited to, contacting participants, utility companies, rental agencies and school systems.

3.1.3 Learning and Collaboration in Start-Up Phase

FFTC is committed to having the AWH Housing Endowment be as effective as possible in helping homeless and at-risk families achieve financial and housing stability on a permanent basis. Consequently, FFTC requests that first year AWH recipient agencies agree to work collaboratively across agencies and with FFTC and CSS to share lessons learned and identify ways that tasks such as landlord outreach and coordination, housing inspection and other tasks necessary for the successful implementation of programming can be coordinated and improved. FFTC has hired a part-time AWH Program Coordinator to help facilitate such collaborative action and learning. Recipient agencies will be asked to come together at least quarterly with FFTC, CSS, and the AWH Technical Committee to discuss progress and improvements. Future grant applications will likely change to reflect the lessons learned during this start-up phase.
4.

MECKLENBURG COUNTY
HOUSING STABILITY AND
SUPPORT SERVICES PROGRAM
4.1 Program Guidelines

4.1.1 Program Funds

Mecklenburg County CSS will allocate up to $200,000.00 for one fiscal year with one year renewal funding depending on recipient performance, funding availability, and the population served for the provision of supportive services. The CSS program funding is for salary, benefits, and any one time costs associated with a full-time social worker position(s). The County will contract with organizations to provide the services directly to the clients and reimburse the award recipients for actual expenses on a monthly basis. The proposed cost will be negotiable based upon proposed budget.

Supportive services will be provided to the program eligible population placed in non-time limited or permanent housing units. (See definition for “Supportive Services” in Appendix C.) Priority ranking will be given to the proposals that serve homeless families identified through the Coordinated Assessment Housing tool as being in the yellow and orange priority levels for Rapid Rehousing.

The national best practice and assumption used as part of the funding allocation is one to fifteen or one full-time social worker for every fifteen housing units regardless of the number of individuals living in a single housing unit. The applicant may choose to deviate from the best practice ratio as described. If the applicant recommends a different caseload ratio, the rationale for the amended ratio must be provided as part of the RFP proposal. Mecklenburg County understands the need for providing flexibility to service providers. Variations from best practices are acceptable and may be based on client barriers and site design to name a couple of reasons.

Mecklenburg County does not intend to hire additional social workers as part of this proposal. Rather, Mecklenburg County will contract directly with the awarded agency/agencies to provide the service and reimburse the agency/agencies for services rendered on a monthly basis.

4.1.2 Supportive Housing Guidelines

a. Eligible housing units must be permanent housing units with supportive services only.

b. Choice in housing and living arrangements
Includes:
- Decisions about who else lives in the housing (e.g. alone, or with family or friends);
- Location of the housing;
- Size of the unit;
• Proximity to services/public transportation.

c. Functional separation of housing and services

Participation in specific support services is NOT required to obtain or maintain housing. Effective approaches to implementing this practice include:
• Legal separation between housing management and service delivery;
• Functional separation—distinct housing and service staff roles (e.g. rent collection, maintenance of the property).

d. Decent, safe, and affordable housing

• All housing units must meet HUD’s Housing Quality Standards (HQS) and be inspected at least once per year;
• All housing units must be affordable to the population served—HUD affordability guidelines define 30 percent of income for housing as affordable.

e. Community integration

Includes the following elements:
• Housing is located in regular residential areas;
• Housing approaches that mix populations are preferred (i.e. target populations with persons without identified special needs);
• Tenants participate in community activities and receive community services;
• Natural supports are encouraged.

f. Rights of tenancy

• Tenants have full legal rights in a tenant-landlord relationship;
• Tenants must abide by normal standards of behavior and conduct outlined in a lease;
• The agreement between the tenant and landlord determines the length of stay.

g. Access to housing

• Intake and screening processes prioritize and facilitate access to housing;
• Application and intake processes are streamlined, efficient and feasible;
• All involved organizations are encouraged to use a unified application process.

h. Flexible, voluntary, and service-focused services

• Tenants can accept or refuse treatment or other services, but staff must continue to offer support and use flexible engagement strategies;
• Type, location, intensity and frequency of services must meet tenants’ needs;
• Risk management and crisis planning are part of the plan of support and are developed in partnership with tenants;
Tenant expectations will include participation with social worker to meet basic needs, maintain housing and work towards personally meaningful goals.

Service-oriented, consumer-driven, and evidence-based services work best.

i. Terms and Conditions

The program plan should specify the terms or conditions under which persons will reside in the housing (and, if different, under which they will receive rental subsidies).

j. Access to Housing - Outreach, Referral and Tenant Selection

Project Plans should specify how persons will gain access to the housing, including a detailed description of outreach strategies to those individuals deemed eligible for the program. If access is to be over several locales, the application should specify how this will be accomplished.

The eligibility screening process should not include “housing readiness” criteria and should reflect a commitment to providing housing to tenants with no current income, with histories of homelessness, with histories of incarceration, with prior housing failures, with poor credit histories, with disabilities, with past or current substance abuse and/or other obstacles to housing stability.

k. General Standards - All Eligible Units

All housing units must be affordable to the population to be served. Rents should be set at rates where the target population is expected to pay no more than 30 percent of their income for housing costs.

All housing units must be of good quality (meet HUD housing quality standards-HQS) and be in compliance with state and local fire and building codes, including codes relating to handicapped accessibility.

Ideally, all housing units should be accessible to public transportation and community amenities. However, if they are not, the service program plan must reflect how alternate transportation will be provided.

All housing units must provide for the safety and security of their tenants.
1. Tenant or Resident Involvement

   Priority will be given to approaches that maximize participation by consumers reflective of the target population to be served in the design and creation of the service approaches. Project Plans should reflect how this will be accomplished.

4.1.3 Service Plan Principles

   A one to fifteen social worker client ratio is desirable for service provision. However, an applicant may propose a different caseload ratio as part of this proposal. The rationale for the deviation from the best practice must be included in the RFP proposal.

   The service plan must be designed to meet the needs of the eligible population to be served and ensure access by the tenants to the non-clinical and clinical services they need to achieve and retain permanent housing, increase their skills and/or income, and achieve greater self-determination. There must be a written service plan, which is to be updated at least semi-annually.

   Outreach and engagement is a fundamental component of services in supportive housing, and it is expected that the awarded agency will continue to engage with tenants post move-in as an ongoing part of service delivery.

   The service approach should incorporate the essential components, core competencies and values described below in the Key Principles of the Service Plan.

4.1.4 Other Service Plan Requirements

   - Reflect the importance and value of connecting residents with mainstream resources, including employment and training programs, federal and state entitlement programs, and healthcare programs. The service plan should describe existing and planned linkages with vocational, educational and healthcare providers within the locality or region to be served.
   - Incorporate natural supports (families, peers, faith communities, etc.).
   - Articulate strategies for relapse prevention and management and linkages to treatment that will be developed to support these.
   - Ensure that services are available for as long as is needed by the individual client.
   - Individuals are not required to participate in drug treatment and/or mental health case management services as part of service provision.
4.1.5 Linkages with Existing Area Services

Submitting organizations will be expected to identify community-based support services that complement the rehabilitation services that will be funded under HSS funds.

Services that will be provided under HSS funds must:
- Link with and support existing case management systems within the community and region, and not be duplicative of such services;
- Provide for adequate linkages to the treatment system, particularly in regard to relapse prevention and relapse management and mental health system;
- Link with employment and educational supports within the region.

Submitting organizations should identify existing linkages to service, treatment, employment, and educational resources within the region or describe their agency’s plans to establish such connections.

Evidence of access to support services should be specified in written memoranda of understanding or contracts for services. Evidence that such memoranda or contracts are in place will strengthen applications submitted in response to this RFP, and may be a condition of subsequent funding approval.

Key Principles of the Service Plan

1. Essential components of services to be provided:
   a. Focused on the strengths and needs of each individual client;
   b. Provides help to client in identifying goals and needs, to develop plans to achieve their goals and objectives, and to gain access to appropriate community-based services, including, but not limited to, clinical services, employment and education, natural supports (family, peers, faith communities, etc.), and general community resources; and
   c. Available where and when needed by the client. Clients must be able to access case management services where they live (meaning that case management services come to the client) and at hours that work for the client.

2. Values of services to be provided:
   a. Committed to maximizing client choices and options;
   b. Focused on client’s strengths, gifts and potential contributions;
   c. Guided by an expectation of hope and recovery; and
   d. Recognizes the importance and value of employment and work.

3. Competencies of the service design:
   a. Not duplicative of existing services serving the target population;
   b. Provides for adequate linkages to the treatment system, particularly in regard to relapse prevention and relapse management;
   c. Flexible and responsive service approach that recognizes, and can adapt to, an episodic pattern of service demands; and
d. Service team is internally coordinated with clear lines of communication, supervision and accountability.

4. **Core competencies of service team:**
   a. Skilled in on-going outreach and engagement of clients;
   b. Experienced with development of life skills that supports the client’s ability to succeed in permanent housing;
   c. Knowledgeable about community resources and the means of accessing them; and
   d. Possesses the attitudes, knowledge, and skills necessary to work effectively with the population to be served by the housing

4.2 **Funding Availability/Limits**

For the purposes of this RFP, Mecklenburg County CSS will allocate up to $200,000.00 for supportive services for one fiscal year with one year renewal funding depending on recipient performance, funding availability and the eligible population served. The contract will be for one year unless terminated pursuant to the terms and conditions of the contract.

4.3 **Services Personnel Budget**

Provide the anticipated line-item personnel budget for the services to be provided, including a budget narrative explaining each line item and any one-time costs funded by Mecklenburg County HSS funds under this request. (This may include operating expenses related to the homeless management and information system (HMIS).

As appropriate, download and complete the FFTC budget Excel form (Form B) and/or the HSS budget Excel form (Form C) and attach with your agency’s RFP proposal.

4.4 **Minimum Requirements**

Service Provider shall procure all necessary permits and licenses and abide by all applicable laws, regulations and ordinances of all Federal, NC State, and local governments in which work under any resulting contract is performed. These minimum requirements must be met and documents must be included with the proposal before your company’s qualifications will be considered.

   a. Evidence of adequate insurance is required, specifically to meet the following standards:
      - Automobile Liability-minimum $1,000,000;
      - Professional Liability-minimum $1,000,000;
      - Commercial General Liability-minimum $1,000,000;
      - Worker’s Compensation and Service Providers Liability – State of North Carolina statutory requirements.

   b. Mecklenburg County Business License; submit receipt showing payment.
c. Secretary of State Certificate of Authority if Service Provider out of state.

d. Articles of Incorporation, if applicable.

e. For any proposal to be considered responsive, the successful bidder shall be required to provide an affidavit attesting that the company is in compliance with the E-Verify provisions of Article 2 of Chapter 64 of the North Carolina General Statutes and shall ensure that any subcontractors used by Service Provider on this County Project will also comply with the E-Verify provisions. See attached CONTRACTOR E-VERIFY DECLARATION form which must be used (Appendix E).

f. Complete M/W/SBE COMPLIANCE and M/W/SBE UTILIZATION COMMITMENT (Appendix F) in accordance with Mecklenburg County.

g. Cost Effectiveness and Value

Provide an itemized budget using the template provided per Form B and/or C, as appropriate. (Cost must include all aspects of the project).

h. Overdue Taxes

Provide certification and sworn statement on official company letterhead as evidence that service provider does not have any federal, state or local overdue tax debts as defined by N.C.G.S. 105-243.1.

i. Financial Statements:

Service Providers with total revenue, from all sources, of more than one hundred thousand dollars ($100,000) in annual funding are required to submit an annual Audited Financial Statement (AFS) prepared by a Certified Public Accountant. The AFS must include the following:

- Statement of Income or Statement of Revenues and Expenses.
- Statement of Cash Flows.
- Independent Auditors’ Opinion.
- Notes to Financial Statements and Supplement Information. (The Notes to the Financial Statements are required as they provide additional detail and further explanation of the financial statements.)

The AFS may also include additional information such as management discussion, analysis, schedules, and/or exhibits that provide further detail on line items included in the basic financial statements.

Service providers with total revenue, from all sources, of less than one hundred thousand dollars ($100,000) in annual funding are required to submit at a
minimum an Annual Financial Compilation prepared by a Certified Public Accountant. An AFC refers to financial statements that include the following:

- Statement of Income or Statement of Revenues and Expenses.
- Statement of Cash Flows.

j. Complete Conflict of Interest form (Appendix G).

4.5 Performance Measures/Quality Assurance

If awarded funds, your organization is required to participate in an ongoing program of Quality Assurance Monitoring and Program Review of both the housing and services components of the projects. This program will examine service program operations and client outcomes. If this is a collaborative submission, all participating organizations must be willing to participate in such a process.

The service provider should provide examples of management reports that are used specific to this service that will demonstrate the commitment to data driven management. In addition, the service provider should provide examples of productivity or utilization reports in reference to this service and explain how the information is used to improve business practices and care to consumers.

The service provider must provide statistics on the number of new clients served daily and annually, and the number of new housing units as part of the agency’s management reports.

4.6 Homeless Management and Information System

Agencies receiving funding must participate in entering accurate, timely and high quality data into the identified homeless management information system (HMIS). In order to receive awarded funds reimbursable under the contract, agencies must demonstrate that they are able to participate in HMIS reporting system requirements (i.e., access to the HMIS system, trained employees for data entry, ability to collect data on HUD measures, etc.)

Project proposal budgets may apply for funding to cover the costs associated with implementing HMIS for this project only (i.e., one-time cost associated with purchasing the license agreement, computer, etc.) For example, you can include a portion of the personnel costs associated with the staff person who would be responsible for entering data into HMIS and running reports as part of this project only. If applicable, include the associated expenses in the Supportive Services Excel budget form (Form C). (The Excel budget form can also be downloaded from the County’s website.) Agencies may only use Mecklenburg County Housing Stability &Supportive Services funding one time for this expense and may not ask for additional funding in future Housing Stability & Supportive Services RFP’s.
5.

APPENDICES
Appendix A

For the purposes of this RFP, the available funding includes rental assistance and supportive service dollars.

**Funding Partners by Type of Funding Available**

<table>
<thead>
<tr>
<th></th>
<th>Targeted Prevention</th>
<th>Rental Assistance</th>
<th>Supportive Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation For The Carolinas/A Way Home:</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Mecklenburg County</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
APPENDIX B

RFP Review and Selection Process Flow Chart

RFP Applications are received by CSS.

Which funding source is requested? RFP application is forwarded to appropriate funding source committee for review.
(See RFP Checklist.)

HSS Review Sub-Committee
- Reviews, scores and makes recommendations on Housing Supportive Services (“HSS”) dollar RFP applications.
- Mecklenburg County representatives.

A Way Home Review Sub-Committee
- Reviews, scores and makes recommendations on subsidy/rental assistance dollar RFP applications.
- Foundation For The Carolinas representatives.

FFTC and CSS Review Committee
- Reviews sub-committee RFP application recommendations and awards agency contract.
- All sub-committee representatives.

FFTC funding is subject to approval by the A Way Home Governance Board. RFP applicant is notified and awarded contract.

1RFP Applicant can apply for both funding sources, and/or one funding source.
APPENDIX C

DEFINITIONS

Affordable Housing is non-time limited housing that is available to target populations with incomes less than 30 percent, 50 percent, or 60 percent of area median income (“AMI”). The target population must meet the AMI requirements to be eligible for affordable housing. For the purposes of this RFP, at least 60% of the target population must be less than 30 percent AMI.

Capital for Housing is costs associated with construction, rehabilitation, acquisition, and other associated development costs. These are one-time costs associated with developing the housing structure.

Chronically Homeless means an unaccompanied homeless individual (18 or older) with a disabling condition OR a family with at least one adult member (18 or older) who has 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. The disabling condition can include mental illness, chronic substance abuse, HIV/AIDS, physical disability or developmental disability.

Continuum of Care is a coordinate community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximum self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness.

Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternative housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing.

A Homeless Family is a family who is living in a place not meant for human habitation, in emergency shelter, in transitional housing, or are exiting an institution where they temporarily resided. The only significant change from existing practice is that people will be considered homeless if they are exiting an institution where they resided for up to 90 days (it was previously 30 days), and were in shelter or a place not meant for human habitation immediately prior to entering that institution or Families with children or unaccompanied youth who are unstably housed and likely to continue in that state. This is a new category of homelessness, and it applies to families with children or unaccompanied youth who have not had a lease or ownership interest in a permanent housing unit in the last 60 or more days, have had two or more moves in the last 60 days, and/or who are likely to continue to be unstably housed because of disability or multiple barriers to employment.

Sources for definitions include HUD and King County, WA RFP, and North Carolina service definition (for Peer Support only)
**Housing Choice Project-based voucher** is a form of rental assistance whereas the local Housing Authority contracts directly with the housing owner. The subsidy is directly attached to a specific number of units in a development. Typically, the term is 15 years with five year renewals up to a maximum of 40 years. The housing owner is required to have a memorandum of understanding with a service provider and to ensure that tenants are provided the services they need.

**Imminent Risk of Homelessness** are those who will lose their primary nighttime residence with no subsequent residence, resources, or support networks within 14 days.

**Non-time limited or Permanent Housing** is independent community-based housing that has no artificial time-limit on tenancy or specific service requirement as a condition of tenancy albeit services may be provided depending on the residents served. Residents hold rental agreements and can stay in the housing as long as they choose and as long as they are in compliance with their rental agreement or lease. Non-time limited housing is also referred to as “permanent housing.” The use of the word “permanent” does not imply an expectation or requirement that the tenant will stay in the unit indefinitely. “Permanent” means only that the housing is not artificially time-limited.

**Peer Support Services** are evidence-based, recovery oriented activities for adults age eighteen (18) and older who experience challenges related to their mental health and/or substance use. Peer Supports are provided by NC Certified Peer Support Specialists (CPSS). Peer Support is an individualized, recovery-focused approach that promotes the development of wellness self-management, personal recovery, natural supports, coping skills, and self-advocacy skills.

**Prevention** Activities or programs designed to prevent the incidence of homelessness, including, but not limited to:
- short-term subsidies to defray rent and utility arrearages for families that have received eviction or utility termination notices;
- security deposits or first month’s rent to permit a homeless family to move into its own apartment;
- mediation programs for landlord-tenant disputes;
- legal services programs that enable representation of indigent tenants in eviction proceedings;
- payments to prevent foreclosure on a home; and
- other innovative programs and activities designed to prevent the incidence of homelessness

**Rapid Rehousing** is a strategy that has proven effective in ending homelessness by helping homeless households return to housing as soon as possible. It is targeted to people who are homeless but have lived independently in permanent housing at some point. The focus of this strategy is to address obstacles related to access to affordable housing due income and/or strained rental histories.

**Rehabilitation** includes activities that are major in scope including but not limited to: structural, mechanical and electrical repairs, roof, windows, doors and work required when it has been determined that the useful life is 5 years or less and developments where rehabilitation is needed.
to make the units habitable. Repairs such as painting, replacing floor covering, and trim work are only eligible when they are part of a larger development.

Rehabilitation proposals must:
- Have been placed in service on or before December 31, 1994
- Require Rehabilitation expense in excess of $10,000 per unit
- Not have acquisition cost in excess of 60% of the total replacement costs
- Not have begun or completed after December 31, 2001 a full debt restructuring under the Market to Market process (or any similar HUD program) within last 5 years.
- Not deteriorated to the point of requiring demolition

Rental Assistance pays for a portion of the client’s rent for a particular housing unit or housing building.

Returning Veteran is any person, who served honorably on active duty in the armed forces of the United States since 9/11.

Supportive Services includes outreach and engagement, case management, information and referral, mental health and/or substance abuse treatment, healthcare, employment and job skills training, life skills training and housing stability. Typically, services are offered “on-site,” which means the case manager comes to the housing unit. Clients are not required to access or utilize supportive services as part of award. However, services must be made readily available, funded and appropriate for the target population served.

Level of Supportive Services varies and depends on the needs of the target population served. The level of supportive services is determined by the case manager, during the intake and assessment process.

- **High** level of supportive service means care is long-term in nature and is critical for housing stability. High level services include intensive, comprehensive, readily available (on-site) case management services. As a result, this level of service is the most costly because the need is great.
- **Medium** level of supportive service means care is for a period of time and may taper off and perhaps go away as a person becomes stable in housing. Services will be available on-site through case management visits. Visits could be weekly or monthly, depending on the results of the case manager’s assessment.
- **Low** level of supportive service means care is provided as needed and usually to target populations that are in transition from homeless to housing. Case management services are typically time-limited and less frequent in nature. These “check-ins” may be provided on or off site.

A Veteran, under Federal Law, is any person, who served honorably on active duty in the armed forces of the United States. (Discharges marked GENERAL and UNDER HONORABLE CONDITIONS also qualify.)
### APPENDIX D

**RFP Review Committee and Sub-Committee Member Composition**

<table>
<thead>
<tr>
<th><strong>Housing Stability and Supportive Services (&quot;HSS&quot;) Review Sub-Committee</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Funder:</strong> Mecklenburg County</td>
<td></td>
</tr>
<tr>
<td><strong>Funding Source:</strong> General Fund or tax dollars</td>
<td></td>
</tr>
<tr>
<td><strong>Funding Use:</strong> Personnel for delivery of supportive services</td>
<td></td>
</tr>
<tr>
<td><strong>Name</strong></td>
<td><strong>Department</strong></td>
</tr>
<tr>
<td>Stacy Lowry</td>
<td>Community Support Services</td>
</tr>
<tr>
<td>Karen Pelletier</td>
<td>Community Support Services</td>
</tr>
<tr>
<td>Jamie Privuznak</td>
<td>Community Support Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>AWH Targeted Prevention and Permanent Housing Review Sub-Committee</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Funder:</strong> Foundation For The Carolinas</td>
<td></td>
</tr>
<tr>
<td><strong>Funding Source:</strong> A Way Home Housing Endowment Fund (public/private dollars)</td>
<td></td>
</tr>
<tr>
<td><strong>Funding Use:</strong> Rental assistance</td>
<td></td>
</tr>
<tr>
<td><strong>Name</strong></td>
<td><strong>Organization</strong></td>
</tr>
<tr>
<td>Carol Morris</td>
<td>FFTC</td>
</tr>
<tr>
<td>Jackie MacVean</td>
<td>FFTC</td>
</tr>
<tr>
<td>Brian Collier</td>
<td>FFTC</td>
</tr>
<tr>
<td>Mary Gaertner</td>
<td>City of Charlotte</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Collaborative Partner Review Committee</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
<td><strong>Agency</strong></td>
</tr>
<tr>
<td>Carol Morris</td>
<td>Foundation For The Carolinas</td>
</tr>
<tr>
<td>Mary Gaertner</td>
<td>City of Charlotte</td>
</tr>
<tr>
<td>Jamie Privuznak</td>
<td>Mecklenburg County</td>
</tr>
<tr>
<td>Stacy Lowry</td>
<td>Mecklenburg County</td>
</tr>
<tr>
<td>Karen Pelletier</td>
<td>Mecklenburg County</td>
</tr>
</tbody>
</table>