

2025

## Seattle Non-Congregate Shelter Request for Proposal

March 6, 2025

### How to Apply

#### Application Due Date

Completed applications are due by **April 16, 2025, 11:59 PM PST.**

#### Application Instructions

All applications and required documentation will be submitted through Salesforce. KCRHA advises completing the application several days before the deadline in case you encounter any technical issues. A completed application must include the following items. Incomplete applications will not be rated.

1. Answers to Program Questions in Salesforce
2. Program and Personnel Budget Table
3. Budget Narrative
4. [Minimum Eligibility Documentation](#)
5. Financial Documentation
  - a. Current fiscal year's financial statements
    - i. Balance Sheet
    - ii. Income Statement
    - iii. Statement of Cash Flows, certified by the agency's CFO, Finance Officer, or Board Treasurer
  - b. Most recent audit reports
  - c. Most recent fiscal year-ending Form 990

#### Appeal Process

An applicant may protest or appeal KCRHA's decision within five (5) business days of receiving written notification of an ineligible, incomplete, or unfunded proposal. Only appeals involving the following issues will be considered:

- Violation of policies established in this funding opportunity.
- Failure to adhere to guidelines or published criteria and/or procedures established in this funding opportunity.

See the [KCRHA Procurement Appeal Process](#) for more information including how to appeal.

## Site Operations

### SITE OPERATIONS (20 POINTS)

\* Project Name

William Booth Center Non-Congregate Enhanced Shelter

\* 1.a Does your agency have a proposed site location?

Yes

\* Agencies that have a site must provide documentation to prove the site's existence, viability, and availability. Upload all documentation via a single PDF.

Accepted Formats: .pdf, .doc, .docx

 Upload Files

Or drop files

[Site Documentation.pdf](#)

 Original File Name: WBC Building Plans.pdf  
Apr 16, 2025



\* 1.b What steps has your agency taken to set up and prepare for a non-congregate shelter? If your agency does not have a site located, please specify. (10 Points)

The proposed site for this project is the William Booth Center, located at 811 Maynard Avenue South in Seattle. This long-standing facility, fully owned and operated by The Salvation Army, has been serving individuals experiencing homelessness since 1995 through a combination of emergency shelter, transitional housing, and outreach services. The site is within Seattle city limits and appropriately zoned for residential shelter use. For this RFP, we propose to repurpose 48 single-room occupancy (SRO) units on the upper two floors of the facility. These private units—historically used for transitional housing—are move-in ready and include individual storage space to support safety, autonomy, and dignity. The current funding stream for these transitional units is not financially sustainable, so these units will be taken offline if alternative funding is not identified within the year. All 48 SRO units are currently occupied, and existing residents would be eligible to transition into the proposed non-congregate shelter program. Our team would work with KCRHA on a transition plan moving forward.

The facility is equipped with shared restrooms, showers, and laundry facilities, all accessible at no cost to clients. We currently maintain a meal service contract that provides three nutritious meals per day to all residents, supporting food access without barriers. This infrastructure aligns with KCRHA's low-barrier shelter standards and enables us to meet guests' basic needs from day one.

The Salvation Army intends to accommodate both individuals and couples. While clients will have their own private rooms, we plan to operate male- and female-identifying wings to ensure guest safety and comfort. If selected for funding, we are open to exploring the feasibility of converting one wing to serve couples exclusively. However, this would require significant rehabilitation to both the bathrooms and select units. In the interim, with minimal modifications, our team can effectively serve 48 clients, individuals and couples, allowing for immediate operational readiness within the first month of the contract period.

*Rating Criteria*

The shelter must be located within Seattle. Agency has planned for a site for the operation of the non-congregate shelter. Preference is given to agencies that have located a site. Agencies that have a site must provide documentation to prove the site's existence, viability, and availability.

\* 2. Do you have a safety plan for fires and other emergencies, and how is the plan shared with staff? If your agency has a site located, does site planning include planning for emergencies, such as fire? Has the Seattle Fire Department been consulted regarding developing the site to mitigate fire or other emergency risks? (10 Points)

The William Booth Center has a robust Emergency Action Plan (EAP) and Emergency Fire Plan (EFP), both tailored to the building's layout, staffing structure, and client population. These plans are readily accessible to all staff, reviewed regularly, and updated in consultation with local public safety agencies.

We have conducted risk inspections with the Seattle Fire Department (SFD) and risk consultations with Seattle Police Department (SPD) during the development and implementation of our safety protocols. Our emergency plans cover a full range of scenarios, including Fire and medical emergencies, Natural disasters (e.g., earthquakes, flooding, severe weather), Chemical spills and hazardous materials, Active shooter situations and bomb threats, Extended power outages.

Evacuation maps are posted clearly on every floor of the facility, identifying emergency exits, evacuation routes, fire extinguishers, and assembly points. Staff and residents are trained to recognize fire alarms and participate in regular fire drills, including drills with clients to ensure calm, coordinated evacuations. Mobility-impaired clients have personalized evacuation protocols, and staff are assigned roles to assist them to safety or designated refuge points.

Fire safety is reinforced through the RACE method (Rescue, Alarm, Contain, Evacuate) and through our clearly defined staff protocols. Case Management Assistants, Fire Monitors, and Program Managers are assigned specific responsibilities during drills and real emergencies, including head counts, floor sweeps, coordination with emergency services, and client support. All drills include time-tracking and post-incident evaluations to identify areas for improvement. The facility is equipped with sprinkler systems, fire alarms, pull stations, extinguishers, and illuminated exit signage. Emergency lighting and planned continuity protocols are in place for extended outages, and staff are trained in CPR, first aid, and naloxone administration to respond in medical emergencies.

Safety planning and training are integrated into staff onboarding and refreshed through monthly drills and team briefings. Clients are oriented to emergency procedures at intake and supported by trauma-informed communication throughout their stay.

*Rating Criteria*

Applicant provides detail about the safety plans for fires and other emergencies, and provided specific examples of how the plan is communicated to staff.

## Service Delivery

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### **SERVICE DELIVERY (35 POINTS)**

\* 3. What is your program's current or proposed service model, and what changes have/would you make to develop and/or operate this program? How does your current/proposed service model lead to exits to permanent housing or overcome barriers to service engagement? (20 Points)

**Overview:** The Salvation Army proposes converting the William Booth Center's Transitional Living Program into a low-barrier, non-congregate shelter for single adults experiencing unsheltered homelessness in Seattle. This transformation builds on over a decade of operational expertise and aligns with our agency's successful execution of other non-congregate programs following our theory of change for providing shelter services:

- Meeting daily needs by providing food, hygiene, and laundry
- Offering choice-based service engagement in alignment with Housing First principles to support stabilization
- Bringing medical, behavioral health, and employment partners on-site
- Leveraging case management and partner agencies to support individualized housing exits

**Low-Barrier, Dignified Shelter Design:** The facility consists of 48 single-room occupancy (SRO) units, each providing private, lockable space and secure storage for personal belongings. This model significantly enhances participant dignity, safety, and stability—key features shown to increase engagement and reduce premature exits. Participants have 24/7 access to their units and are not required to meet sobriety, income, or service engagement thresholds to access or remain in shelter. Entry is coordinated through KCRHA's Coordinated Entry system, and referrals from the Unified Care Team (UCT) which operates on the first floor of the facility.

**24/7 Staffing and Site Oversight:** The shelter will operate with continuous staffing, including a 24/7 front desk responsible for managing building access to ensure safety and accountability. The staffing model includes around-the-clock shelter support staff, operations personnel, and shelter supervisors. Together, they will oversee facility operations, respond to incidents, and uphold a trauma-informed, de-escalation-focused environment.

**Integrated Case Management and On-Site Services:** Each participant is paired with a case manager within one week of entry. Our integrated case management model supports individualized service plans addressing housing barriers, health needs, income stability, and life skills. Participants can opt into a range of supports, including:

- Housing navigation and placement (market rate, subsidized, or family reunification)
- Behavioral health and substance use referrals via community-based providers, including the Unified Care Team which works extensively with WBC
- Access to on-site medical and dental care through external service partners
- Employment and benefits navigation, including SSI/SSDI enrollment

#### *Rating Criteria*

Applicant demonstrates experience and a logical plan to execute the shelter services. The plan described included shelter having low barrier to entry/exit, 24/7 staffing, and needed resources (food, hygiene, etc.) on site. Applicant describes how they utilize case management on site to ensure individuals receive resources needed including medical, behavioral health, and housing programs.

\* 4. What is the anticipated number of people who will be served in your proposed model, and what would be the client-to-staff ratio? (10 Points)

The shelter will operate with 48 private rooms for single adults, maintaining full occupancy year-round, and in turn our team anticipates serving over 100 households per year. Our proposed staffing ratios, including 24/7 front desk, shelter monitors, leadership, and facility support will be no more than 14 clients for each staff member. Behavioral health and substance use service partners will provide on-site when available but are not counted in our ratios.

#### *Rating Criteria*

Applicant details the anticipated number served, demonstrates capacity for single adults at the shelter, and proposes a client-to-staff ratio below 1:15. Applicant proposes a staffing model that includes 24/7 staffing and on-site case management. Preference is given to those serving all 80 participants.

*Rating Criteria*

Applicant details the anticipated number served, demonstrates capacity for single adults at the shelter, and proposes a client-to-staff ratio below 1:15. Applicant proposes a staffing model that includes 24/7 staffing and on-site case management. Preference is given to those serving all 80 participants.

\* 5. How does/will your agency meet the training requirements? What other training opportunities does your agency provide for staff? (5 Points)

All direct service staff at the William Booth Center actively participate in a robust, ongoing training program designed to support effective, equitable, and trauma-informed service delivery. Current training topics include Trauma-Informed Care, First Aid/CPR, Narcan administration, HMIS use, and Racial Equity. Staff will begin regularly attend training on de-escalation techniques, Harm Reduction, Housing First principles, Motivational Interviewing, Assertive Engagement, and Mental Health First Aid throughout 2025.

Training is delivered through two contracted subscription services—Relias and the Homeless Training Institute—and is further reinforced by internal leadership support, both onsite and through The Salvation Army's Northwest Division. Program leadership maintains a centralized training tracker to monitor completion, ensure compliance with KCRHA requirements, and identify ongoing professional development needs. Annual refresher training is required, and the program continues to expand its curriculum to remain aligned with emerging best practices and the diverse needs of the shelter population.

*Rating Criteria*

Applicant provides detail on how they meet the training requirements. If applicant does not already meet the requirement, they have a detailed plan on how to meet the requirement within a year. Applicant identifies areas that staff are offered opportunities to grow.

## Collaboration & Partnerships

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### **COLLABORATION & PARTNERSHIPS (10 POINTS)**

\* 6. What community engagement has your agency done/will do regarding this project, and does/will your agency have a good neighbor agreement in place? (5 Points)

The Salvation Army is committed to sustained, proactive community engagement and has already undertaken several steps to ensure that the William Booth Center's transition to a non-congregate shelter model is responsive to the concerns and priorities of the surrounding community. We recognize that the long-term success of this project is rooted in transparent communication, mutual accountability, and intentional collaboration with neighbors, service partners, and people with lived experience of homelessness.

The WBC leadership actively participates in citywide and neighborhood-level stakeholder forums, including co-hosting the SPD West Precinct Round Table, which brings together community housing providers, outreach teams, first responders, the Seattle Mayor's Office, and 911 CARES teams. We are also active participants in the Senior Coalition on Homelessness, the Department of Health's Overdose Prevention Community of Practice for housing providers, and the Recovery Café Roundtable, where we share best practices and receive feedback from clients and community partners.

To formally uphold our commitment to community responsibility, WBC has adopted The Salvation Army's Good Neighbor Policy, which ensures we are accountable for our guests' conduct both within the shelter and in the surrounding neighborhood. This policy outlines expectations for client behavior in public spaces—including proper waste disposal, respectful engagement with the public, and prohibitions on public disturbances or unsanitary behavior. All guests sign a Rights and Responsibilities Agreement during intake and are coached on their role as community members. Staff are trained to uphold these expectations in a non-punitive, trauma-informed manner and to intervene constructively when community concerns arise.

We are committed to initiating a Good Neighbor Agreement with local stakeholders, including residents, businesses, city departments, and neighborhood groups. This agreement will be developed collaboratively with input from the community and will reflect shared goals around neighborhood safety, cleanliness, and communication protocols. Our team will provide ongoing updates, host community meetings as needed, and maintain open channels for feedback and resolution. This approach reflects our belief that shelters should not only meet individual needs but also contribute positively to the neighborhoods in which they operate.

#### *Rating Criteria*

Applicant has had robust community engagement including shelter neighbors, people with lived experience, and other relevant stakeholders. Applicant has a plan to initiate a good neighbor agreement with shelter neighbors.

\* 7. Describe how you will partner with local service providers, healthcare agencies, and other stakeholders to ensure comprehensive support for clients. (5 Points)

The Salvation Army's William Booth Center (WBC) is committed to providing a comprehensive, client-centered approach to shelter and housing stabilization through strong partnerships with local service providers, healthcare agencies, and public systems. Our well-established network of collaborators enables us to address a wide range of needs—including behavioral health, primary care, employment, legal aid, benefits access, and housing navigation—with tailored and culturally responsive services.

Our current partners include the Homeless Patient Aligned Care Team (HPACT), which provides on-site services for our Veterans and extends care to non-Veteran residents; Valley Cities, Peer Seattle, and Alcoholics Anonymous, who offer behavioral health and recovery supports; and healthcare providers such as The Rainier Center Clinic, Indian Health Board, NeighborCare Health, Downtown Public Health, and UW Medicine, who deliver on- and off-site medical and dental care. We also work closely with DSHS and the DSHS Mobile Clinic to assist with benefits enrollment, while the King County Mobile Medical Clinic provides flexible, street-based care. For employment and life skills, we collaborate with Goodwill Employment, Hopelink, and the Urban League, all of whom support guests in identifying and pursuing pathways to financial independence. The Seattle Vet Center and WeCare Clinic also play vital roles in offering therapeutic services and targeted support for Veterans.

To ensure seamless access to housing, all case managers at WBC are fully trained and certified Coordinated Entry (CE) assessors. We actively participate in the CE system, using real-time HMIS data to connect guests with the most appropriate housing resources available in King County. Our assessors work collaboratively with regional access points and referral partners to prioritize placements based on acuity and eligibility. This integration with CE, paired with our extensive provider network, ensures each guest receives a coordinated plan of care that promotes long-term housing stability and well-being.

By maintaining active, strategic partnerships and embedding Coordinated Entry into our daily operations, we foster a connected care environment that not only meets immediate shelter needs but also supports holistic, equitable, and sustainable transitions to permanent housing.

*Rating Criteria*

Applicant clearly describes how and who they will partner with. Applicant's explanation includes how they will foster partnerships to enhance access to community resources and promote successful transitions to permanent housing. Applicants will have Coordinated Entry (CE) assessors and actively participate in the Coordinated Entry system.

## Data Management & Fiscal Systems

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### DATA MANAGEMENT & FISCAL SYSTEMS (10 POINTS)

\*8. How, when, and what specific data do you collect data from participants, and how do you store data and ensure it is kept private and secure? (5 Points)

At the William Booth Center, participant data is collected at intake and updated regularly throughout program enrollment. Our team gathers all required HMIS data fields, including basic demographics, income, housing history, and service needs, and records updates related to housing placements, referrals, and outcomes. Data is entered into our secure WellSky case management system, which complies with all HMIS privacy and security protocols. In addition to electronic records, we maintain supplemental paper case files, which are stored in locked cabinets in secure staff-only areas. Access to both digital and physical records is restricted to authorized personnel. Staff receive training on HIPAA compliance and data privacy standards, and we conduct regular audits to ensure the confidentiality, accuracy, and integrity of client information.

#### *Rating Criteria*

Applicant has experience collecting data and identifies the specific data sets and its frequency. Applicant has procedures in place to keep data private and secure.

\*9. Describe how your agency manages finances, including any financial systems you use. How does your agency make sure General Accepted Accounting Principles are in place to safeguard a funding award? If you do not have this ability, your agency must have an established agency acting as a fiscal sponsor and will need to provide a signed letter of agreement from your fiscal sponsor. (5 Points)

The Salvation Army Northwest Division maintains a rigorous, GAAP-compliant financial management system with integrated procurement and accounting workflows that ensure the integrity and transparency of all funding awards.

Our financial operations are anchored in Shelby, our primary accounting platform, with integrated modules for general ledger, accounts payable, revenue, and fixed asset management. Additional systems include UltiPro for payroll and Portfolio for donor revenue, with full reconciliation protocols and access control. All entries require dual review, and books are reconciled monthly by accounting staff, the Controller, and the Divisional Finance Secretary.

We maintain robust internal controls, including:

- Segregation of duties across purchasing, payroll, and reconciliation functions
- Centralized monthly reviews and quarterly variance analysis by Controllers, DFS, and the Command Finance Council (CFC)
- Dual sign-off on journal entries, approvals, and bank reconciliations
- Quarterly grant revenue oversight against budgets and contracts
- Use of restricted funds and unique GL coding to segregate all grant expenditures

Procurement is governed by a written Seattle Social Services Procurement Policy, fully aligned with 2 CFR Part 200 Subpart D. All purchases are processed through a centralized Accounts Payable Workflow (APW) system, with tiered controls:

- Micro- and small purchases require multiple quotes and a CFC (board) review
- Large procurements follow competitive bid or sealed bid procedures
- All federally funded purchases include Debarment checks, Lobbying Certifications, and contract provisions per 2 CFR 200, Appendix II

All procurements are documented and approved in TSAMM, our proprietary compliance platform, which also routes contracts through legal and risk review. Procurement records are retained and include vendor selection rationale, pricing, and compliance verification. The Director of Business and CFC maintain oversight to ensure cost reasonableness and conflict-free vendor selection.

We also uphold strong fraud prevention measures, as documented in our divisional Fraud Risk Assessment Guide, which includes detailed checklists across revenue, disbursements, payroll, and vendor management.

Our systems and policies collectively ensure that all funding, including federal and local awards, is safeguarded through clear, enforceable procedures and comprehensive oversight infrastructure.

*Rating Criteria*

Applicant adequately describes its revenue, financial health, and financial management system. Applicant has a fiscal management system which maintains checks and balances and follows Generally Accepted Accounting Principles to safeguard all funds that may be awarded under the terms of this funding opportunity. If the applicant lacks fiscal management capabilities, a signed letter of agreement stating an appropriate fiscal sponsor is attached.

## Racial Equity & Social Justice

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### RACIAL EQUITY & SOCIAL JUSTICE (25 POINTS)

\* 10. How do you ensure that your program model is culturally appropriate and addresses disparities for BIPOC, LGBTQIA+ individuals, individuals with mobility limitations, and other historically underserved groups? (10 Points)

The William Booth Center's non-congregate shelter is intentionally designed to promote equity, dignity, and accessibility for historically marginalized populations, including BIPOC, LGBTQIA+ individuals, and people with disabilities. Operating under a Housing First, low-barrier model, we welcome all guests without preconditions related to sobriety, documentation, or mandatory service participation. Our ADA-compliant facility includes private SRO units that respect privacy and reduce trauma triggers, while all services are individualized and opt-in, ensuring alignment with participants' identities, cultural backgrounds, and needs.

To deliver culturally responsive care, all staff complete ongoing training in racial equity, implicit bias, and trauma-informed practices. We utilize Relias as a core training platform and have implemented a structured curriculum for case managers that includes topics such as: DEI and Multicultural Care, Cultural Awareness and Humility, Understanding Privilege, Addressing Racial Trauma in Behavioral Health, and Overcoming Barriers to LGBTQ+ Inclusion. Our Seattle Social Services DEI Committee leads education and policy efforts to deepen staff understanding of bias, inequity, and racial disparities in homelessness. We actively partner with the Urban League and other culturally specific providers to support equitable service delivery. Internally, we conduct semi-annual Listening Tours with a focus on hearing directly from staff across identities, with intentional representation from minority groups. Additionally, we have launched the Pulse for Good initiative to gather real-time, demographically disaggregated client feedback on service quality and experience. These tools guide continuous improvement and ensure that our shelter environment remains inclusive, accountable, and rooted in the lived experiences of those we serve.

#### *Rating Criteria*

Applicant clearly describes how they identify and challenge behavioral health disparities through their work, and specific examples of existing policies and practices, or support that demonstrates a commitment to welcoming and supporting marginalized communities have been provided.

\* 11. Are your program services and facilities ADA accessible for people with mobility limitations? (5 Points)

The William Booth Center facility is fully ADA accessible, including entryways, common areas, restrooms, and private SRO units. We are committed to ensuring equitable access for individuals with mobility limitations, and all emergency preparedness plans include specific accommodations for guests with physical disabilities, such as designated evacuation support procedures and accessible routes. Our staff are trained to proactively identify and respond to mobility-related needs to ensure safety, dignity, and full participation in all program services.

#### *Rating Criteria*

The applicant demonstrates that their facilities are up to code and accessible for people with mobility limitations, and specific examples of existing policies and practices that demonstrate a commitment to accessibility have been provided.

\* 12. How does your program create a safe and inclusive environment for transgender and LGBTQIA+ individuals during shelter operations? Please describe, using past examples and outcomes. (5 Points)

The William Booth Center fosters a safe and inclusive environment for transgender and LGBTQIA+ individuals by centering dignity, choice, and respect in all aspects of shelter operations. We maintain all-gender bathrooms and private SRO units to support privacy and safety for all guests, regardless of gender identity or expression. Staff are trained in LGBTQIA+ cultural competency, trauma-informed care, and inclusive language, and we maintain a zero-tolerance policy for discrimination or harassment. We regularly solicit client feedback through individual check-ins and monthly house meetings, allowing us to promptly address concerns and adapt services. In past program years, this approach has resulted in increased engagement and longer lengths of stay among LGBTQIA+ residents, supporting greater housing stability and service connection.

#### *Rating Criteria*

The applicant demonstrates a strong commitment to inclusivity, with specific strategies to create a welcoming environment for transgender and LGBTQIA+ individuals.

## Budget

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### BUDGET (5 POINTS)

#### *Rating Criteria*

Staff positions and qualifications are designed to meet the needs of its participants, and salaries are logical and fair. Budget inputs address all program needs. Applicant explains each budget item and its use clearly.

#### **13. Complete the proposed Program and Personnel Budget and corresponding Budget Narrative which provides a line-by-line overview and explanation of your methodology of each budget line item requested. (5 Points)**

\* Do you have a Federally-Approved Indirect Rate (NICRA)?

Yes

Please enter Federally-Approved Indirect Rate in decimal format. Example: .10 for 10%

0.26

\* Proof of Federally-Approved Indirect Rate (NICRA)

Proof of federally approved indirect rate (NICRA), if applicable  
Accepted Formats: .pdf, .doc, .docx, .csv, .xls, .xlsm, .xlsx

 Upload Files Or drop files

 Proof of Federally-Approved Indirect Rate (NICRA).pdf  
Original File Name: Indirect Rate - Signed NICRA 2019 to 2025.pdf  
Apr 16, 2025



Also, upload a Budget Narrative which provides a line-by-line overview and explanation of your methodology of each budget line item requested. Do not provide your organization's total budget. Costs should be reflected in the proposed activities and any additional funding associated directly to the program area(s) being proposed.

\* Other - Budget Narrative

Budget Narrative Upload

Accepted Formats: .pdf, .doc, .docx, .csv, .xls, .xlsm, .xlsx

 Upload Files Or drop files

 Other - Budget Narrative.pdf  
Original File Name: Budget Narrative.pdf  
Apr 16, 2025



**Agency Planned Amount:**

	GF-COS-26	Total		
Proposed Award	\$1,148,273.00	\$1,148,273.00		
Personnel Services	Amount			
Personnel Services	\$254,270.64			
Hourly				
Name	Title	Hours	Hourly Rate	Total
	Shelter Support Staff	4,368	\$25.50	\$111,384.00
	Case Manager	1,560	\$31.64	\$49,358.40
	Maintenance Tech	1,248	\$28.14	\$35,118.72
	Custodian	936	\$22.77	\$21,312.72
	Assistant Director	312	\$38.40	\$11,980.80
	Director of Housing	208	\$48.08	\$10,000.64
	Maintenance Director	20	\$42.09	\$841.80
	Maintenance Lead	208	\$30.49	\$6,341.92

<b>Personnel Benefits</b>	<b>\$101,124.46</b>
Health/Dental	\$44,422.20
Pensions/Retirement	\$25,427.06
FICA	\$19,451.70
Industrial Insurance	\$11,823.50
1300 Fringe Benefits	\$0.00
Other Employee Benefits/WAFMLA/Commuter	\$0.00
Unemployment Compensations	\$0.00
1400 Other Employee Benefits	\$0.00

<b>Supplies, Other Services &amp; Charges</b>	<b>Amount</b>
2200 Operating Supplies	\$801,000.00
Operating Supplies	\$175,000.00
2100 Office Supplies	\$2,500.00
Office Supplies	\$2,500.00

2300 Repairs & Maintenance Supplies	\$20,000.00
Repairs and Maintenance Supplies	\$20,000.00
3100 Expert & Consultant Services	\$2,500.00
Expert Consultant Services	\$2,500.00
3140 Contractual Employment	\$5,000.00
Temp Agency	\$5,000.00
3150 Data Processing	\$3,000.00
Data Processing	\$3,000.00
3190 Other Professional Services	\$0.00
3210 Telephone	\$750.00
Telephone	\$750.00
3220 Postage	\$250.00
Postage	\$250.00
3300 Automobile Expense	\$1,500.00
Automobile Expenses	\$1,500.00
3310 Convention & Travel	\$1,000.00
Convention Travel	\$1,000.00

2400 Advertising	\$0.00
3500 Printing & Duplicating	\$500.00
Printing Duplicating	\$500.00
3600 Insurance	\$1,000.00
Insurance	\$1,000.00
3700 Public Utility Services	\$50,000.00
Utility Services	\$50,000.00
3800 Repairs & Maintenance	\$25,000.00
Property Upkeep	\$25,000.00
3900 Rentals - Buildings	\$1,500.00
Rentals - Buildings	\$1,500.00
3910 Rentals - Equipment	\$1,500.00
Rentals - Equipment	\$1,500.00
4210 Education Expense	\$2,500.00
Education Expense	\$2,500.00
4290 Other Miscellaneous Expenses	\$507,500.00
Room Renovations (heating, windows, floors)	\$300,000.00

Plumbing Revamp	\$200,000.00
Client Assistance	\$7,500.00

<b>Administrative Costs/Indirect Costs</b>	<b>Amount</b>
4999 Administrative Costs/Indirect Costs	\$231,279.04
Indirect	\$231,279.04

## Conflict of Interest

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### CONFLICT OF INTEREST

**CONFLICT OF INTEREST CERTIFICATION:** Pursuant to Section 18 of your MSA, the analogous Section of your PSA, and in compliance with **2 C.F.R. § 200.112** you are required to disclose in writing to the RHA any potential conflict of interest (COI) affecting the awarded funds. **For the purposes of this section, COI is defined as:**

*a) any beneficial interest, directly or indirectly, in any contract using awarded funds which may be made by, through or under the supervision of your Agency, including its officers, employees, agents, board members, or any member of their immediate family (spouse, domestic partner, child, sibling or parent), or their business partner, or by an organization that employs any of the indicated parties, from any other person beneficially interested therein*

OR

*b) any acceptance, directly or indirectly, of any compensation, gratuity, or reward in connection with a contract using awarded funds.*

\* Conflict of Interest Certification Form  
Conflict of Interest Certification Form  
Accepted Formats: .pdf, .doc, .docx

Or drop files

Conflict of Interest Certification Form.pdf  
Original File Name: Conflict of Interest Certification and Form 4.15.25.pdf  
Apr 16, 2025 

Find the Conflict of Interest Certification [Here](#)

\* To the best of your knowledge, does your agency currently have any apparent or potential conflict(s) of interest to disclose?

No

## Required Documents

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### REQUIRED DOCUMENTS

\* Audited Financial Statements

Current fiscal year's financial statements, consisting of the Balance Sheet, Income Statement and Statement of Cash Flows, certified by the agency's CFO, Finance Officer, or Board Treasurer.  
Accepted Formats: .pdf, .doc, .docx, .csv, .pps, .ppt, .pptx, .xls, .xlsm, .xlsx

 Upload Files

Or drop files

 Audited Financial Statements.pdf

Original File Name: TSA 2023 Single Audit (1).pdf  
Apr 22, 2025



\* Most Recent Audit Reports

Most recent audit reports

Accepted Formats: .pdf, .doc, .docx, .xls, .xlsm, .xlsx

 Upload Files

Or drop files

 Most Recent Audit Reports.pdf

Original File Name: TSA 2023 Single Audit (1).pdf  
Apr 22, 2025



\* Most Recent Form 990

Most recent fiscal year-ending Form 990 report

Accepted Formats: .pdf, .doc, .docx

 Upload Files

Or drop files

 Most Recent Form 990.pdf

Original File Name: FY2023 Form 990 - WBC.pdf  
Apr 16, 2025



### Minimum Eligibility Requirements Checklist

Please note that the items below are part of our minimum eligibility requirements checklist, and further guidance on each of these are available [here](#). Per our checklist, you must submit at least **one** of the following documents:

Certificate of Incorporation  
Accepted Formats: .pdf, .doc, .docx

 Upload Files    Or drop files

 Certificate of Incorporation.pdf  
Original File Name: TSA Articles of Incorporation.pdf  
Apr 16, 2025



Federal or State Registry Listing  
Accepted Formats: .pdf, .doc, .docx

 Upload Files    Or drop files

Authorizing Documents  
Authorizing documents such as an interlocal agreement, legislative act, or ruling, etc.  
Accepted Formats: .pdf, .doc, .docx

 Upload Files    Or drop files

AND

\* Certificate of Existence

Certificate of Existence

Accepted Formats: .pdf, .doc, .docx

 Upload Files

Or drop files

 Certificate of Existence.pdf

Original File Name: TSA Certificate of Existence.pdf

Apr 16, 2025



\* EIN Registration Confirmation from the IRS

EIN Registration Confirmation from the IRS

Accepted Formats: .pdf, .doc, .docx

 Upload Files

Or drop files

 EIN Registration Confirmation from the IRS.pdf

Original File Name: TSA EIN Registration.pdf

Apr 16, 2025



 EIN Registration Confirmation from the IRS.pdf

Original File Name: EIN Registration Confirmation from the IRS.pdf

Apr 23, 2025



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