



SACRAMENTO
STEPS FORWARD

Family Rehousing Accelerator Request for Proposals

RFP Release Date: February 26, 2025

RFP Informational Session Date: March 11, 2025

Proposal Due Date: March 25, 2025

Table of Contents

I.	Background and Introduction.....	1
A.	Sacramento Steps Forward Organization Overview	1
B.	Project Overview	1
C.	Project Timeline & Contract Term	2
D.	Contacts	2
II.	Scope of Work	2
A.	Project Goals.....	2
B.	Project Scope and Contractor Responsibilities	3
C.	Deliverables	4
D.	Funding Available.....	5
III.	Project Questions	5
IV.	Respondent Requirements.....	7
V.	Submittal Instructions	7
A.	RFP Timeline	7
B.	Due Dates	8
C.	Questions Submitted by Proposer.....	8
D.	Proposal Format Requirements	8
E.	Proposal Submittal Instructions.....	9
VI.	Proposal Content Requirements.....	9
VII.	Selection and Award Process.....	11
A.	Evaluation Metrics and Scoring Criteria	11
B.	Appeals	12
VIII.	Appendix	14
A.	Appendix A: Cost Proposal Budget Template	14
B.	Appendix B: Acronyms.....	14
C.	Appendix C: Resources	14

I. Background and Introduction

A. Sacramento Steps Forward Organization Overview

Sacramento Steps Forward (SSF) is a 501(c)(3) nonprofit that partners with local, state, and federal agencies to accomplish our shared goal of resolving homelessness. We focus on strengthening our community's response to homelessness by utilizing data and analytics to drive system-level changes, prioritize racial equity, and enhance access to services. SSF works to prevent and resolve homelessness through our six core services:

- **Lead Community-Wide Planning and Engagement** – As the Continuum of Care (CoC) agency for our region, we guide initiatives, coordinate resources, and foster collaborative partnerships to strengthen our community's response to homelessness.
- **Increase Capacity & Knowledge** – We notify providers and the community of capacity-building resources and develop and maintain provider training and curriculums.
- **Manage Funding & Compliance** – We identify and apply for state and federal funding, and track, evaluate, and monitor fund use and compliance.
- **Collect, Process, & Share Data** – We administer the Homeless Management Information System (HMIS) for Sacramento County and develop and share data to inform new initiatives and program improvement.
- **Facilitate Access to Shelter, Housing, & Services** – We collaborate with, integrate, and support housing and shelter programs in the Coordinated Access System (CAS), and manage client referrals to participating providers.
- **Improve Equity, Fairness, Efficiency, & Effectiveness** – We evaluate and encourage racial equity, inform system standards supporting those experiencing homelessness, and evaluate the inclusivity of the client's experience.

B. Project Overview

According to the 2024 PIT Count, the overall number of adults, adults with children, and unaccompanied minors experiencing homelessness decreased between 2022 and 2024. However, the proportion of families (16.3%) increased compared to 2022 (14.8%). Of all family households, 18% are chronically homeless, 5% are veteran-led, and 12% are Transition Age Youth-led. Sacramento Steps Forward aims to make family homelessness preventable, brief, and rare. We lead and coordinate cross-system approaches to address family homelessness, guided by the [Regionally Coordinated Homelessness Action Plan](#) and [Housing Families First Collaborative Strategies](#). Through this funding opportunity, Sacramento Steps Forward is seeking partners to launch our Family-Focused Housing Accelerator Pilot as a key initiative that will provide comprehensive housing support for at least 150 vulnerable families, guiding them toward long-term stability.

This pilot is built around the three core components of the rapid rehousing (RRH) model:

- Short-term rental subsidies and move-in assistance
- Housing navigation and landlord engagement
- Case management and supportive services

Rapid rehousing is an evidence-based, effective intervention for stabilizing individuals and families as quickly as possible with wraparound supports that help create self-sufficiency. Rapid rehousing programs provide (directly and/or via service partnership) housing search and placement, time-limited financial assistance, and housing-focused case management for individuals and families who are literally homeless. Rapid rehousing programs help households secure private rental market housing, where the lease is initially or eventually between the landlord and the program participant following the conclusion of housing stabilization services. Rapid rehousing assistance may be used as a bridge to or as a means to help people access other ongoing subsidized housing and services (e.g., permanent supportive housing). A Housing First approach entails offering assistance without preconditions and barriers to entry such as treatment or service participation requirements for participants.

SSF's 2024 Gaps Analysis emphasizes rapid rehousing as an area of service that needs near-term investment and expansion in order to significantly improve housing outcomes in the next five years. Compared to all household types, families are more likely to enter rapid rehousing pathways into housing. While families make up about 16% of households experiencing homelessness, they are estimated to make up more than 30% of the unmet service gap for rapid rehousing services. Sacramento County's homeless response system optimally needs about 300 additional rehousing service slots for families.

To meet the need, Sacramento Steps Forward seeks to support programs with demonstrated experience in providing culturally responsive services and support for families experiencing homelessness, housing insecurity, or barriers to stable housing.

C. Project Timeline & Contract Term

RFP Period: February 26, 2025 – April 22, 2025

Submissions Due: March 25, 2025

Evaluation and Selection: April 1, 2025 – 18, 2025

Award Notice: April 22, 2025

Contract Period: July 1, 2025 – November 30, 2026

Project Period: July 1, 2025 – September 30, 2026

Closeout Period: October 1, 2026 – November 30, 2026

The contracts will be for a period of 15 months. SSF will allow up to 60 days from the contract start date for provider startup time. Contracted providers will be expected to attend quarterly monitoring meetings. SSF reserves the discretion to amend subcontracts awarded through this RFP at an equal, lesser, or greater amount contingent upon satisfactory performance, availability of funds, demonstrated need, and project outcomes.

D. Contacts

Marjorie Delgadillo, Family Collaborative Director; mdelgadillo@sacstepsforward.org

II. Scope of Work

A. Project Goals

- Secure permanent housing for at least 150 families during the pilot.

- Provide coordinated housing and healthcare services to improve housing stability and family well-being.
- Reduce recidivism into homelessness by offering comprehensive support services and setting families up for long-term stability.

B. Project Scope and Contractor Responsibilities

Sacramento Steps Forward is requesting proposers to provide services in one or more of the following specified areas:

- **Service Area 1: Housing Navigation and Landlord Engagement**
Housing navigators will work closely with families to assess housing barriers, needs, and preferences and assist with locating appropriate housing options. Activities include landlord recruitment, engagement, and negotiation as well as tenancy supports to help participants understand tenant rights, responsibilities, and lease requirements.

- **Service Area 2: Move-In and Rental Assistance**
A selected non-profit acting as a fiscal agent will provide rental subsidies to cover initial move-in costs and short- or medium-term rent. Projects may provide participants with up to 12 months of rental assistance, with a targeted goal of 4-8 months as the average range. This assistance will help families quickly transition into stable housing by removing immediate financial barriers. Rental subsidies must be provided using a progressive engagement approach that is periodically reassessed based on household resources and needs. This model allows flexibility for providers to determine the amount of rental assistance necessary to support the household in achieving self-sufficiency.

The ideal income-to-rent ratio will be no more than 60% of income towards rent and no less than 20%. These guardrails will serve as a guiding framework while providing flexibility to support a household's unique and dynamic needs.

- **Service Area 3: Case Management and Supportive Services**
Projects will provide, directly or through referral, ongoing case management to address families' housing and health challenges. Case managers will work through individualized plans to help family households increase income, enroll in mainstream benefits, and access supportive resources that encourage stability and long-term housing retention.

Service Integration/Coordination: Proposers should demonstrate their ability to integrate CalAIM Enhanced Care Management and/or the "housing trio" of Community Supports (i.e., Housing Navigation, Housing Deposits, Tenancy and Sustaining Services) to provide the specified services and help families receive comprehensive care beyond housing. Where appropriate, referrals to CalWORKs Housing Support Program (HSP), behavioral health services, or other programs and services are encouraged to support connections to resources based on household eligibility and needs.

Target Population: Services should primarily benefit families experiencing homelessness in Sacramento County, including people fleeing domestic violence. Families with young children, complex health needs, or behavioral health challenges will be prioritized, ensuring that both their housing and health-related needs are addressed. Use of the Coordinated Access System's assessment processes (e.g., housing conversation tool, individualized service plan) will help identify households in need of rapid rehousing. Approximately 280-300 families are on the by-name list. Provider agencies may identify and assess additional families who would benefit from

these services, working with SSF to define processes for identification and enrollment. Provider participation in [case conferencing](#) will be required to help bring in wraparound income, healthcare, and housing support for families with complex needs.

C. Deliverables

The Family-Focused Housing Accelerator Pilot will be carried out in phases with administrative and monitoring support from Sacramento Steps Forward.

Deliverables Summary Table	
Phase 1	Timeframe
Onboard staffing for housing navigation, case management, and landlord engagement	July 2025 – September 2025
Identify, assess, and enroll families	July 2025 – September 2025
Phase 2	Timeframe
Facilitate housing placements	October 2025 – September 2026
Disburse rental assistance	October 2025 – September 2026
Conduct ongoing case management	October 2025 – September 2026
Provide tenancy support	October 2025 – September 2026
Phase 3	Timeframe
Evaluate and report project outcomes	October 2026 – November 2026

The following performance measures will be monitored and evaluated over the grant period (see [Community Standards](#)):

- Average engagement time
 - Goal: 7 days
- Average length of time to housing move-in
 - Goal: 45 days
- Average length of participation
 - Goal: 6 months
- Successful housing outcomes (#, %)
 - Goal: 70% positive stable housing exit rate
- Negative exits (%)
 - Goal: Less than 30%
- Returns to homelessness (recidivism) (%)
 - Less than 10% over 6 months
- Increase in non-employment cash income
- Increase in employment income

D. Funding Available

Funding under this RFP is available through the Bezos Day 1 Families Fund. SSF will grant up to \$4,500,000 to one or more organizations to administer rental assistance, deliver case management services, and provide housing navigation to a minimum of 150 households. The minimum target amount for rental assistance is \$1,500,000 (serving approximately 150 households; at least 5 months' assistance per household).

Rapid Rehousing Eligible Activities		
Program Activities	Eligible to be Funded by This RFP	If Provided, <i>Funded by Other Sources Only</i>
Intake and Assessment	Yes	
Rental and Move-in Assistance	Yes	
Housing Search and Placement	Yes	
Landlord Engagement	Yes	
Case Management	Yes	
Housing Tenancy Support	Yes	
Education and Life Skills	Yes	
Employment and Benefit Acquisition	Yes	
Transportation	Yes	
Administrative/Operations Costs	Yes	
Housing Crisis Stabilization	Yes	
Behavioral Health Care	No	Yes
Physical Health Care	No	Yes

III. Project Questions

Organizational Experience
<p>If more than one agency is applying for a multi-partner project, please include information for each agency.</p> <ol style="list-style-type: none"> Describe your organization's overall experience providing housing, supportive services, and referral services for families experiencing homelessness. Please share relevant data that highlights your successes with the population you serve. Describe how your organization uses data in decision-making and quality improvement. Demonstrate that your organization is in compliance with applicable fair housing and civil rights requirements and provides equal access for program participants regardless of protected class in compliance with federal law.
Program Design
<p>General</p> <ol style="list-style-type: none"> Describe your proposed project, including the categories of rehousing service areas to be provided for families experiencing homelessness in Sacramento County. Describe service delivery, goals, and outcomes of the project.

5. Describe how the project will work to address cultural disparities in service, accessibility, and outcomes for vulnerable and often overrepresented families experiencing homelessness.
6. Describe how your project will align with rapid rehousing [Community Standards](#).
7. Please provide a detailed outline of your implementation timeline if awarded these funds.
8. Describe how your project will integrate people with lived experience of homelessness into the design and delivery of services.
9. How will your program regularly receive and incorporate participant feedback and address potential grievances?

Please provide responses to the questions for each of the service areas you are submitting a proposal for.

Service Area 1: Housing Navigation and Landlord Engagement

10. Please share your agency's experience and approach to engaging, recruiting, and working with landlords to obtain housing for clients experiencing homelessness.
11. Describe any barriers or challenges the priority population(s) may encounter with accessing units and the strategies that will be used to mitigate these identified barriers.

Service Area 2: Move-In and Rental Assistance

12. Describe your organization's experience in administering rental payments for RRH and/or PSH.
13. Describe how you will use a Housing First approach when offering assistance, without preconditions and barriers to entry such as treatment or service participation requirements.

Service Area 3: Case Management and Supportive Services

14. Describe how your project will approach case management practices, including details such as frequency of meetings, engagement strategies, and stabilization assistance.
15. How will your organization connect families to supportive services that contribute to housing sustainability? This may include services related to independent living skills, education, employment, and mainstream benefits (e.g., SSI, SSDI, CalFresh, Medi-Cal). Where relevant, explain how partnerships with public or private agencies (existing or planned) will support these connections.
16. Describe how, directly or through linkages, mental health and substance use services will be made available to clients when appropriate.
17. Describe how your agency will conduct tenancy support and aftercare to ensure that families, upon successful exit from your program, are supported in their permanent housing.

Project Management and Administration

18. Describe your organizational infrastructure and administrative/ financial capacity to effectively utilize grant funds and deliver the services as proposed within the allotted scope, schedule, and budget.

IV. Respondent Requirements

To be considered for funding under this RFP, applicants must meet the following minimum requirements:

- Be a nonprofit organization that demonstrates the necessary expertise, experience, and capacity to deliver the proposed program services.
- Have at least two years' experience successfully providing housing or services to people experiencing homelessness.
- Administer services through a racial equity-based, culturally responsive, housing first, and trauma-informed approach.
- Indemnification & Insurance: Commercial-general-liability insurance is required, providing coverage at least as broad as ISO CGL Form 0001 on an occurrence basis for bodily injury, including death, of one or more persons, property damage and personal injury, with limits of not less than two million dollars (\$2,000,000) per occurrence. The policy shall provide contractual liability and products and completed operations coverage for the term of the policy.

Once selected as a funded project, all applicant(s) will be required to fulfill the following:

- Follow the Sacramento CoC's [Community Standards](#).
- Participate in HMIS, the CoC's Homeless Management Information System. If applicant is a victim services provider, it must use a comparable database and provide de-identified information to the CoC.
- Participate in the Coordinated Access System (CAS) and adhere to the [CAS policies and procedures](#).
- Take referrals and begin services within 60 days of the contract start date. SSF anticipates that contract start dates will begin in July 2025.

V. Submittal Instructions

A. RFP Timeline

Activity	Date(s)
RFP Release	February 26, 2025
Optional RFP Informational Session	March 11, 2025
RFP Questions Accepted	February 26, 2025 - March 24, 2025
Proposals Due Date	March 25, 2025
Proposals Threshold Review	April 1, 2025
Review Panel Independent & Group Review	April 8, 2025
Interviews with Finalists	April 15, 2025

Review Panel Meeting	April 18, 2025
Notification of Awardees	April 22, 2025
Appeals Window	April 23, 2025 - April 29, 2025
Contracts Begin	July 1, 2025

B. Due Dates

Activity	Due Date
RFP Questions	No later than 5:00 PM PST on March 24, 2025
Proposal Due Date	No later than 10:00 AM PST on March 25, 2025

C. Questions Submitted by Proposer

Sacramento Steps Forward will host an optional information session to provide an overview of the RFP and Q&A session for potential proposers.

Questions and requests for clarifications may be submitted to RFP@sacstepsforward.org no later than 5:00 PM PST on March 24, 2025. Sacramento Steps Forward will respond to questions in writing via email, which will also be posted to the [Housing Families First Collaborative - Sacramento Steps Forward](#).

D. Proposal Format Requirements

Proposers must submit a proposal formatted in accordance with the stated requirements:

1. Document Format Standards
 - a. 12-point Arial font
 - b. Not exceeding 15 pages
 - c. One (1) inch margin
 - d. Single-spaced
2. Proposal Cover Page (not included in page limit but may not exceed 2 pages)
 - a. Organization Name
 - b. Organizational Mission Statement
 - c. Address
 - d. Director/President/CEO
 - e. Contact Name
 - f. Email

- g. Phone Number
 - h. Proposed Budget Amount
 - i. DUNS Number
 - j. Subcontractor Information (if applicable)
3. Table of Contents (not included in page limit but may not exceed 2 pages)
 4. Proposal / Response to the RFP (See Proposal Content Requirements section)

Proposals that do not follow all format requirements will not be considered.

E. Proposal Submittal Instructions

1. Submit one electronic PDF of the proposal package.
2. Confirm the file name includes the Proposer’s Organization Name followed by the RFP Title.
3. Submit the file via email to RFP@sacstepsforward.org no later than 5:00 PM PST on March 25, 2025.
4. Any proposal attachments that cannot be combined into a single PDF should be appropriately named and numbered (e.g., [Proposer’s Organization Name] [RFP Title] Attachment [1 of ___]).
5. You will receive an email confirming that SSF received the proposal.
6. Late submissions will not be considered.

VI. Proposal Content Requirements

Item #	Title	Description
1	Cover Page	Include the name, title, address, phone number, and original signature of an individual with authority to negotiate on behalf of and contractually bind the contractor, and who may be contacted during the period of proposal evaluation.
2	Table of Contents	Proposals must include an itemized list of all electronic documents being provided to SSF and maintain links to any documents provided online through the time of contract award. Note: the list of required documents is below.
4	Proposal Approach	Answer all questions identified in the Project Questions section of the RFP, as applicable. <ul style="list-style-type: none"> • Explain the course of action referencing the Scope of Work requirements. Include the plans for meeting all requirements. • If the respondent proposes major changes to the RFP’s approach, specify the changes clearly.

		<ul style="list-style-type: none"> • Include an implementation timeline, including important milestones and deliverables.
5	Staffing Plan	<p>Describe the proposed project staffing structure, including how each position will contribute to the goal of helping participants secure and sustain housing. Identify if existing staff will be assigned to this project or if new staff will be recruited specifically for this project. If applicable, identify the lead provider and sub-providers, specific team members, and their relevant experience within one or more of the service type(s) listed in the Scope of Work section.</p> <ul style="list-style-type: none"> • Resumes: If key personnel are known, include a resume for each member of the project or program team that shows relevant experience to the Minimum Qualifications of the RFP. • Staffing Required: If key personnel are not known, include a job title and short position description. Provide a timeline for when staff will be available to implement activities. • Staff Effort Anticipated: Include the effort anticipated for each professional in the form of a percentage of the total project or estimated hours that will be contributed by each professional during each phase or task making up the project. • Training Plan: Identify whether staff have been trained as required to meet the RFP or how they will be trained prior to commencement of work and as work progresses.
6	Subcontractor Letters	If subcontractors are anticipated include a letter from each subcontractor professional listed in the Staffing Plan mentioned above.
7	Cost Proposal Budget	<p>Narrative Description: Explain the costs in each budget category, including which budget items will be covered by the grant and which will be covered by matching funds. The budget narrative should provide justification for the proposed line items and identify the basis of proposed estimates.</p> <p>Cost Worksheet:</p> <ul style="list-style-type: none"> • Create a worksheet for the estimated costs for each professional's time, completion of each proposed task, travel, and per-diem (if applicable), and materials and supplies. • Examples of Cost Proposal templates may be found in the Appendix.
8	Conflict of Interest Statement	<p>Respondents submitting proposals in response to this RFP must disclose to SSF any actual, apparent, or potential conflicts of interest that may exist relative to the services that will be provided under an agreement to be awarded pursuant to this RFP.</p> <p>If the applicant has no conflict of interest, a statement to that effect must be included in the proposal.</p>

VII. Selection and Award Process

The following is an overview of the selection process:

1. Minimum Qualifications/Threshold Review - A threshold review will be conducted for proposals received by the submission deadline to ensure eligibility.
2. Proposal Evaluation - Proposals will be evaluated based on submission requirements by a panel that includes representatives from Sacramento Steps Forward, the Housing Families First Collaborative, and other non-conflicted stakeholders. In addition to the review of written materials, the panel will also interview the top proposer(s)/finalist(s).
3. Award Announcement – An award announcement will be made to the selected proposal(s) following review approval.
4. Appeals Window - Please refer to the detailed Appeals Process below.

A. Evaluation Metrics and Scoring Criteria

Organizational Experience	Points	Weight
Demonstrates experience providing housing, supportive services, and referral services for families experiencing homelessness.	9	x2
Exhibits how data informs decision-making and quality improvement.	9	x2
Displays compliance with fair housing and civil rights requirements.	9	x1
Program Design		
General		
Described project design aligns with rehousing services and goals of the RFP.	9	x2
Demonstrates how cultural disparities in service, accessibility, and outcomes will be addressed.	9	x2
Project design encompasses practices that align with rapid rehousing Community Standards.	9	x1
The implementation timeline is reasonable and aligns with the RFP project timeline.	9	x1
People with lived experience of homelessness are incorporated into the design and delivery of services.	9	x2
Project design includes processes for incorporating participant feedback in service delivery.	9	x1
Service Area 1: Housing Navigation and Landlord Engagement		
Describes effective strategies for recruitment, relationship building, and engagement with landlords.	9	x2
Identifies potential barriers to households accessing units and proposes relevant, appropriate strategies to mitigate barriers.	9	x1
Service Area 2: Move-In and Rental Assistance		
Provides evidence of experience administering rental payments.	9	x2
Project design applies Housing First approach with no requirements for treatment or service participation for enrollment.	9	x1

Service Area 3: Case Management and Supportive Services		
Case management practices include person-centered, trauma-informed engagement strategies focused on housing stabilization and whole person care.	9	x2
Exhibits the capacity to connect families to supportive services and mainstream benefits, either directly or through partnerships.	9	x2
Demonstrates ability to link families to mental health and substance use services.	9	x1
Describes how tenancy supports and aftercare will be provided to help ensure sustainability of families after subsidies end.	9	x2
Project Management and Administration		
Demonstrates organizational infrastructure and financial capacity to effectively utilize grant funds and deliver services within allotted scope, schedule, and budget.	9	x1
Budget and Staffing		
Proposed budget is reasonable, reflects good allocation of resources, and matches project requirements and proposed staffing structure.	9	x2
Budget narrative is clear and provides justification for budget line items.	9	x1

B. Appeals

1. Local Appeals Process

The opportunity to appeal a decision is considered an integral part of a transparent and standardized process. Sacramento Steps Forward provides applicants seeking funding an appeal opportunity through a review conducted by an independent committee with the intention of ensuring the fairness of review determinations.

2. Eligibility for Appeals

Projects must be allowed to appeal the decisions of the review committee subject to the requirements of this section.

1. Eligible Projects. A project may appeal if:
 - a. The review panel recommends the project for a portion of their funding requests
 - b. The project is not recommended for funding

If the project was submitted by a collaboration of agencies, only one joint appeal may be made.

2. Eligible Grounds. Appeals may be made on the following bases:
 - a. Projects recommended for a portion of funding request
 - i. May appeal its score on any grounds
 - ii. May submit any information the agency feels is relevant
 - b. Projects not recommended for funding

- i. May appeal only errors in scoring or in information provided to the review panel by parties other than the recipient/subrecipient
- ii. May not supplement application materials to support appeal
- c. Projects that did not meet minimum threshold requirements
 - i. May appeal errors in scoring or in information provided to the review panel by parties other than the recipient/subrecipient, if correcting the error could cause the project to be recommended for funding
 - ii. May not supplement application materials to support an appeal

NOTE: Appeals based on policy considerations, funding priorities, or other subjective criteria will not be considered and are not eligible.

3. Process for Appeals

1. Timeline for Appeals. Any applicant seeking to appeal must adhere to the included timeline. Failure to meet a deadline in the timeline voids the applicant's appeal.
2. Notice of Appeal. Applicants will have until 5:00 p.m. PST April 29, 2025 to provide notice to SSF of an intent to appeal. This notice must include:
 - a. A statement as to why the project is eligible to appeal.
 - b. The basis for the appeal
 - c. A brief statement of the facts upon which the applicant bases its appeal. These facts need not be complete but must give SSF a sufficient understanding of the basis of the appeal.
3. SSF will contact the appealing applicant in an attempt to clarify the scoring decision and determine if the appeal can be resolved without requiring a formal hearing.
4. If a resolution is not possible, the applicant will submit a formal appeal pursuant to the official competition timeline.
 - a. The Formal Appeal must consist of a short, clear, written statement no longer than two pages of the basis for the applicant's appeal of the review panel's decision.
 - b. The Formal Appeal must be sent to RFP@Sacstepsforward.org
5. Upon timely receipt of the Formal Appeal, SSF will convene the appeal panel and set a time and date for the appeal hearing.
6. The appeal hearing must be conducted according to the following procedure:
 - a. The appeal hearing will be conducted virtually.
 - b. The appeal panel will join the call with the neutral facilitator.
 - c. The neutral facilitator will explain the facts of the appeal and answer any procedural questions.
 - d. The appeal panel may ask the review panel member questions about the review process to clarify what occurred during the review and what information the panel considered in evaluating the applicant.
 - e. The appealing applicant will then join the phone call. The appealing applicant will be allotted a few minutes to explain their appeal. The appeal panel may then ask any questions of the appealing applicant. The appealing applicant then leaves the phone call.
 - f. The appeal panel conducts a discussion of the appeal and takes a formal vote.

7. The appeal panel may consider the effect of its decision on other applicants and may include those project applicants in the appeals discussion.
8. The decision of the appeal panel is final.
9. If there are revisions to the decision, SSF will receive the updated list for review and approval.
10. Once the decision is approved, all project determinations are concluded and the review process is complete.

VIII. Appendix

A. Appendix A: Cost Proposal Budget Template

Staff Cost Worksheet:

Job Title	Responsibilities and Tasks	Hours	Rate per Hour	Total Cost	Name of Employee
	TOTALS				

Non-Staff Cost Worksheet:

Item	Rate	Total Cost
<i>Rental Assistance</i>		
<i>Other (move-in assistance, transportation, supplies, etc.)</i>		
<i>Administrative Costs</i>		
TOTAL		

B. Appendix B: Acronyms

CAS – Coordinated Access System	RFP – Request for Proposal
CoC – Continuum of Care	RRH – Rapid Rehousing
ECM – Enhanced Care Management	SSF – Sacramento Steps Forward
HMIS – Homeless Management Information System	See Additional List of Acronyms with Definitions
PSH – Permanent Supportive Housing	

C. Appendix C: Resources

The following resources may be useful for the preparation of your application:

1. [Bezos Day 1 Families Fund Webpage](#)
2. [Housing Families First Collaborative Webpage](#)
3. [Sacramento Community Standards](#) (see p. 56 for RRH-specific guidance)
4. [National Alliance to End Homelessness Rapid Rehousing Toolkit](#)