

City of Spokane

Request for Information

Invest Health - Youth & Young Adult Housing and Services Project(s)

Fall 2017

The City of Spokane is seeking responses to a Request for Information in order to secure an owner(s) for new residential/shelter programs targeting youth and young adults (13-24 years old). Funds are not currently committed, however, the City and partners of the Invest Health Initiative (detailed below) are committing to support in acquiring funds for all aspects of desired project(s) and partnership throughout the project development and lifetime.

The purpose of this *Request for Information (RFI)* is to establish whether there are any interested parties who wish to join the current providers and can demonstrate that they meet the stated minimum qualifications to enter into the partnership.

Qualifications for entering into a Human Services Partnership Agreement as a partner with the City will be individually evaluated for agency capacity in the areas of organizational capacity, development and property management experience, target population experience, cultural competency, collaboration and strategic alliance experience, and commitment to the Continuum of Care model, values, and process. Criteria for evaluating these competencies are further described below.

Competitive applications will identify the following elements:

- Development Team and Expertise
- Defined roles for property management, operations, and ownership
- Partnerships and collaborations to maximize investments and minimize unnecessary duplications
- Understanding of developmental needs of the target population(s)
- Best & evidence based practices which will inform development and service delivery, some examples may be:
 - Cultural Competence
 - Health Equity
 - Housing First
 - Motivational Interviewing

Timeline:

RFI Released	November 20, 2017
Questions Accepted	November 20, 2017 – December 8, 2017
Response FAQ Posted	December 15, 2017
RFI Responses Due	January 17, 2017 by 5pm PST

Table of Contents:

1. IH History
2. Definitions
3. Scope of Projects Available in Request for Information
4. RFI Program Development Questions
5. RFI Project Development Questions

Invest Health History

In 2016 the City of Spokane was awarded a grant through the Reinvestment Fund and Robert Wood Johnson Foundation to participate in Invest Health: Strategies for Healthier Cities. This initiative selected 50 mid-size (40-400,000 residents) cities across the country aimed at transforming how city leaders work together to help low-income communities thrive, with specific attention to community features that drive health such as access to safe and affordable housing, places to play and exercise, and quality jobs.

Primary goals of this initiative are to:

- Bring together disparate sectors in mid-sized cities to align around a vision for better health, create innovative ideas, and unlock new sources of investment.
- Help mid-sized cities attract capital to improve health outcomes in low-income communities.
- Build lasting relationships in these cities that extend beyond the length of the program and help inform work in other communities nationwide.
- Test potential solutions to inform the national conversation about how to best invest to achieve health equity in more communities throughout the U.S.
- Advance systems-focused strategies that reach across sectors to support health improvement in low-income communities.
- Help cities use data as a driver for change, beginning with an evidence-based understanding of the problem and continuing to a data framework for assessing impact.

Each city was required to identify a travel team which would attend events throughout the country aimed at creating a vibrant learning community, have access to highly skilled faculty, advisors, and coaches, and a home team to engage a broader group of local stakeholders to encourage knowledge sharing. In Spokane the travel team consists of the following members:

- | | |
|---|--------------------------------------|
| • Sara Clements-Sampson, Community Benefit Manager | Providence Health Care |
| • Nadine Vanstone, Vice President Crisis and Shelter Services | Catholic Charities of Spokane |
| • Julie Honekamp, CEO | Spokane Neighborhood Action Partners |
| • Pam Tietz, Executive Director | Spokane Housing Authority |
| • Fawn Schott, CEO | Volunteers of America |
| • Dawn Kinder, Director of Community, Housing, and Human Services | City of Spokane |

A key member to the Invest Health work at both local and travel events is Rowena Pineda from the Spokane Regional Health District.

The home team in Spokane includes many agencies, professionals, and young people with experience in the foster care, juvenile justice, or homeless system. This team has been meeting regularly to discuss the Invest Health work, develop a project intended to meet a specific need in our community, and provide community feedback.

In late 2016 the Invest Health team determined its mission for the first project in Spokane.

A community where Spokane area youth (ages 13-24) have a sense of purpose, control, and are strongly connected to community, employment, education, and their health.

Based on this mission the home and travel teams spent several months evaluating data both at local and state levels about the youth and young people experiencing homelessness or becoming systems involved. In addition we convened work groups to map housing, education, and employment resources for this population. Finally we looked at the need in our community compared to the capacity of the current system. Unfortunately we learned that we have a severely under sourced system aimed at meeting the needs of youth and young adults in our community.

To meet this need the home and travel team have identified two projects to be built and operated in the Spokane area. These projects are intended to expand capacity of the youth services system, increase access to necessary services, and think more intentionally about the long term needs of young people on their paths to stability.

Project Scope

This RFI seeks proposals to provide housing, shelter, and social services for youth and young adults ages 13-24. This services can provided by a single organization or by a consortium of organizations.

This project(s) is intended to serve youth and young adults who are homeless or at risk of exiting systems into homelessness. Potential sites for this project(s) should be identified in this application, with particular focus on three top sites seen as a good fit for the intended use, needs, and outcomes associated with this project. It is intended, that through this application, interested parties will identify all phases from project development through operational use of the site.

Competitive applicants will indicate which of the following elements their project will address, how they will cultivate partnerships to meet the multi-faceted needs of youth and young adults, and provide detailed information on organizational expertise and capacity to manage such a project. Note that applicants are not required to compete for the entire scope of the project, but applications identifying partnerships to meet the entire need of the project are preferred.

Project Menu: projects can apply to address as many of the following elements as desired. In the application following agencies will be asked to address each element as it pertains to their application.

- Shelter for youth & young adults ages 13-24
- Housing for youth & young adults ages 13-24
- Ability to serve households with and without children
- Secure Entrances and green spaces
- Site proximity to reliable and affordable transportation
- On Site (shelter/housing) Access to:

Laundry	Physical Health Services	Technology Access
Clothing Bank	Behavioral Health Services	K-12/GED Courses
Meals	Recreation Activities	Skills/Job Training
Social Interaction	Garden Space	Employment Preparation
Childcare		

Definitions

1. **Continuum of Care:** The CoC is a federally (HUD) mandated Board charged with oversight of how federal funds are used to support the homeless services system. Locally this is a 19 member board which has oversight of federal as well as state and local resources targeting homelessness. The CoC establishes policies, finalizes financial awards, reviews project performance etc.
2. **Housing and Urban Development:** HUD is the federal agency which administers funds targeting homelessness and affordable programs.

RFI - Application for Project Ownership

All questions must be answered for an application to be considered.

PROGRAM DEVELOPMENT QUESTIONS

Services:

The following services were identified by youth and young adults as desired on site resources. Please complete the following table for each service listed.

Service Types		
Emergency Shelter: estimated need of 30 beds for ages 18-24		
Housing Units: estimated need of 80 units for ages 13-24, including parenting youth and young adult headed households		
Laundry Facilities	Physical Health	Technology Classroom
Clothing Bank	Behavioral Health	GED Completion Classes
Meals	Recreation Room	Skills Building & Job Training
Social Interaction	Garden Space	Employment Preparation
Childcare	OTHER: if offering please name service & complete table	

Service Type: Shelter		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type: Housing		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type: Laundry Facilities		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type: Clothing Bank		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type: Meals		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type: Social Interaction		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type: Physical Health		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type: Behavioral Health		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type: Recreation Activities		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type: Technology Access		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type: GED Completion Classes		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type: Skills Building & Job Training		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type: Employment Preparation		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type- OTHER:		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type- OTHER:		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type- OTHER:		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Service Type- OTHER:		Plan to offer:	Yes	No
Provider	Self (organization applying)	Partner:		
Ages Served				
Services Provided				
Need Being Met				
Anticipated Outcomes				

Target Population Experience –

The target population includes young people ages 13-24 who have no current safe, stable or viable living situation and who have no possibility or option for securing a safe, stable living situation. Experience with utilizing the principles of Positive Youth Development and the practice of Assertive Engagement in the delivery of services is essential.

1. Please describe the agency's history working with a homeless youth population.

Evaluation Criteria: Agency must demonstrate a history of working with a homeless youth population for at least the past five years. Determinations for meeting this qualification will be made through the Agency's documentation of relevant experience.

- a. How has your agency used PYD and Assertive Engagement practices in the delivery of services?

Evaluation Criteria: Agency's articulation of PYD and AE principles and examples of how PYD is utilized in agency programming.

Experience with Institutions and Institution Involved Youth and Young Adults

Agency must have experience working with both institutions and institution involved youth. For the purposes of this RFI institution includes (but is not limited too) juvenile justice, treatment services, DSHS/CA etc.

1. Describe agency experience working with and/or partnering with institutions who serve youth. Please provide specific examples of successful experience, and any barriers to successful experiences.
2. Please list any current or previous programs the agency has operated in direct partnership with a youth focused institution.
3. Describe the agency experience working with youth exiting and/or involved in institutions. Please include your driving philosophy or theory in working with this population, best practices, and efforts maintain updated practices and staff education/development.

Cultural Competency –

Agency must have a history of providing services to diverse populations of youth.

1. Please describe the agency's history providing services to youth of color, LGBTQ (lesbian, gay, bi, trans, questioning) youth, and chronically homeless youth.

Evaluation Criteria: Agency's description of relevant experience and history working with diverse populations of homeless youth.

2. Please demonstrate your agency's ability to provide culturally competent services to youth of color and LGBTQ youth. Expertise in working with specific populations should be described.

Evaluation Criteria: Agency must demonstrate their ability to provide culturally competent services by articulating their ability to understand, communicate with, and effectively interact with culturally diverse populations. Additionally, agencies will provide a written explanation of the organization's defined values and principles, attitudes, policies and structures that are in place that enable the agency to work effectively cross-culturally. Agencies must demonstrate an understanding of how different cultures experience and address the issues of youth homelessness.

Partnerships:

Proposals which include community partnerships will receive additional points in the review process. It is important that either youth focused housing and service projects identify existing community resources and do not duplicate unnecessarily. A history of partnerships and collaborations that have required all parties to participate in joint decision-making and planning, shared risk, shared resources, shared coordination of service delivery/client responsibility, and shared responsibility for program outcomes.

1. Please identify partnerships that will be created or expanded to meet the needs of this project (if none, state none). Include the reason for the partnership, leveraged funding, and outcomes associated with partnership.
2. Please demonstrate your agency's experience with formal collaborations, partnerships or strategic alliances. Provide examples of signed agreements that the agency has entered into within the past five years.

Evaluation Criteria: Agency must demonstrate experience with partnerships that require close collaboration around service delivery and decision-making. At least one and not more than three examples of signed agreements should be included as attachments (and will not count towards the page limit).

Commitment to the Continuum of Care Model –

Agencies must be willing to fully participate in and support the Continuum of Care model, values, and process. The agency must demonstrate their ability to; operate from both an agency and system’s perspective, support staff across agencies, support the implementation of positive youth development and the practice of assertive engagement.

5. Please articulate and demonstrate your agency’s ability and willingness to commit and fully participate in the service model and the practice of assertive engagement.

Evaluation Criteria: Description of how the service model aligns with the agency’s mission, how the agency will incorporate the model into their service delivery system, and the agency’s use of positive youth development principles and practices of assertive engagement in current service delivery practices, agency mission, and/or service philosophy. Demonstration of willingness to collaborate at a level that will ensure successful delivery of services to homeless youth. Demonstration of willingness to participate in good faith to achieve the goals of the HYC model.

All participants in the Continuum of Care are required to participate in the Homeless Management Information System (HMIS). HMIS is a HUD mandated data collection tool which collects project and systemic data for all homeless services and interventions. Exact requirements of data entry will be determined during contract negotiations but at a minimum will include; timeliness requirements, quality requirements, demographics, services offered and received, outcome of services, household information etc.

1. Please explain agency experience with data collection and address (at a minimum) experience with regulatory compliance, timeliness, value added through quality data, and commitment to data driven practices.

Outcomes -

Agencies must meet performance outcomes in order remain eligible for City administered operations or support service funding. In addition outcomes and outputs must align with CoC funding priorities.

1. Please outline your anticipated performance outcomes and outputs for this for this project with the attached Logic Model. This must be completed for your application to be considered complete.
2. Please describe agency experience meeting performance outcomes in a similar project type.

PROJECT DEVELOPMENT QUESTIONS

Development Experience:

This project(s) requires an entity with substantial development experience to be successful. Please answer the following questions.

Project Physical Characteristics

1. Describe how the design of the project will meet the particular needs of the project's target population(s). Include descriptions of any on-site amenities, and relate how these contribute to the project's ability to serve the targeted populations:

Building(s) Concept

2. Please describe the concept for your project (for example; new construction, rehab of existing structure etc.).
3. Does the project contain any non-residential space not dedicated for the sole use of the project's residents (e.g. social service office space, commercial space or anything else included in the non-residential budget)? Yes No
 - a. If yes, please provide a description of the non-residential space, including whether the space is to be used for commercial or social service purposes, whom the intended tenant is, and how the space will be used.

Neighborhood/Off-Site Amenities

4. For top 3 potential sites (please identify by site name in table below) please briefly describe the property location, neighborhood, transportation options, local services, and amenities adjacent to the property. If top three potential sites are located in a different neighborhood please complete one set of tables (8-12) for each potential site.

Site 1:

Site 2:

Site 3:

- a. In the case of scattered site rentals, if a site has not been identified, describe the characteristics of the location being sought and document the availability of applicable sites and the timeline for obtaining site control.

Store Name	Type	Address	Distance from Site & Site Name
------------	------	---------	--------------------------------

- 1.
- 2.
- 3.
- 4.

5. Please list nearest schools:

School Name	Type	Address	Distance from Site & Site Name
-------------	------	---------	--------------------------------

- 1.
- 2.
- 3.
- 4.

6. Please list nearest parks and other recreational amenities (e.g. parks, sports fields, swimming pools):

Amenity Name	Type	Address	Distance from Site & Site Name
--------------	------	---------	--------------------------------

- 1.
- 2.
- 3.
- 4.

7. Please list nearest public transit stops and routes to the proposed development.

Urban: a 0.5-mile distance of combined transit services (bus, rail, & ferry).

Rural / Tribal: a 5-mile distance of the following transit options: 1) vehicle share program; 2) dial-a-ride program; 3) employer vanpool; and 4) public-private regional transportation

Transit Stop Address	Routes	Frequency of Service	In a High Capacity Transit Corridor Area?	Is this stop part of the Central City Line?	Distance from Site & Site Name
----------------------	--------	----------------------	---	---	--------------------------------

- | | | | | | | |
|----|--|--|-----|----|-----|----|
| 1. | | | Yes | No | Yes | No |
| 2. | | | Yes | No | Yes | No |
| 3. | | | Yes | No | Yes | No |
| 4. | | | Yes | No | Yes | No |

8. Please list nearest service providers not directly connected to the project (including neighborhood health clinics, behavioral health centers, food banks, social service offices, etc.):

Provider Name	Type	Address	Distance from Site & Site Name
---------------	------	---------	--------------------------------

- 1.
- 2.
- 3.
- 4.

Neighborhood Notification

9. List the actions the project sponsor will undertake to garner community support for the project and communicate with the neighbors regarding project characteristics and progress:

Zoning

10. What is the current zoning of potential sites?

Site 1:

Site 2:

Site 3:

11. Once a final site is determined/acquired the following elements will need to be addressed. Please explain your experience and ability to deal with and evaluate the below topics in terms of site development.

Existing Structures

Historic Elements

Environmental Review

12. Once a final site is determined/acquired the following site characteristics need to be addressed. Please briefly summarize your experience obtaining site control and knowledge of how to address the potential needs below.

Form of Site Control – deed/purchase contract/lease/lease option/purchase options/other

Additional information if site is operated on leased (vs. owned) land

Is the proposed project site subject to any existing encumbrances

Will any existing use covenants or regulatory agreements remain in place with the refinancing

Square footage of total site

Section 7: Project Financing

1. If your proposed project includes **tax credit equity**, please state your pricing assumptions and the basis for those assumptions included in Form 6D. What investors have you spoken to about this project and its projected tax credit pricing?

2. Describe your “holding” and “exit strategy” should this project not receive necessary funding:

Capital Campaigns

3. *If the project is proposing a capital campaign as a source of funds, please explain the capital campaign strategy for this project. What is the status of the fundraising? What is the contingency plan for funding should the capital campaign fall short? What is the sponsor organization’s track record with past capital campaigns?*

Alternative Funding Sources

1. List all funding sources you intend to apply for and your experience obtaining those funds.

2. If you intend to access HOME funds please identify the number and unit size for the HOME-assisted units in your project. If you are applying to multiple HOME funders (City, County, State), describe the number and unit size of the HOME units you propose for each lender.

Please attach projected construction cost estimate based on similar projects or expertise.

Label attachment “Projected Construction Cost” please submit a separate budget for each project you are competing for.

Section 8: Project Operations

Rental Assistance

1. Are there existing housing units on the proposed site? Yes No
2. Are there any existing low income housing units currently receiving rental assistance? Yes No
3. Do you have a commitment for rental assistance to housing units in the project? Yes No
4. If yes to either of the above, indicate the type of rental assistance:
 - Section 8 New Construction / Substantial Rehabilitation
 - Section 8 Project-Based Assistance
 - Rural Development (RD) 515 Rental Assistance
 - Other (Specify):
5. Number of housing units receiving rental assistance:
6. Number of years for or remaining on rental assistance contract:
7. Is the project currently required to restrict rents?
 - a. If yes, date restriction is set to expire (mm/dd/yyyy):