



Skagit County 0.1% Behavioral Health Sales Tax
Permanent Supportive Housing Program - Services
Request for Proposals (RFP)

RELEASE DATE: OCTOBER 20, 2016

LETTER OF INTEREST DUE DATE: DECEMBER 19, 2017

PROPOSAL DUE DATE: JANUARY 30, 2017

AWARD NOTIFICATION: ON OR BEFORE FEBRUARY 27, 2017

STAFF CONTACT:

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700 South Second Street #301
Mount Vernon, WA 98273
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(360) 416-1520

REQUEST FOR PROPOSALS

SKAGIT COUNTY PERMANENT SUPPORTIVE HOUSING PROGRAM

Skagit County is seeking a qualified developer-operator partnership to obtain financing for, develop, construct, operate and provide services at an approximately 50 unit supportive housing facility for homeless households with behavioral health disorders. Through this RFP, the County will provide funding for housing support services for residents at this facility with behavioral health disorders. Proposals must be submitted to: Skagit County Public Health, 700 S. Second Street, #301, Mount Vernon, WA 98273 and emailed to kaylasb@co.skagit.wa.us no later than 3:00pm, January 30, 2017. Late proposals will not be accepted.

If the primary Project Sponsor is not the lead Service Provider, we ask that the Project Sponsor and Service Provider submit this application jointly. The County intends to contract directly with the agency providing services for clients with behavioral health disorders.

Letter of Interest (attached) is due by 3:00pm, December 19, 2016. No proposals will be accepted from any organization that does not submit a Letter of Interest.

On January 4th, the County will host an informational session for all agencies that have submitted a letter of interest. The meeting location and time will be communicated to agencies that have submitted a letter of interest.

Applicants are encouraged to submit questions to the County for additional information or clarification. There are two rounds of questions and answers:

- Questions due December 19th ; Responses sent December 28th
- Questions due January 23rd; Responses sent January 27th

Questions should be submitted by e-mail to kaylasb@co.skagit.wa.us. Answers to all questions will be provided to all organizations that have submitted a Letter of Interest.

Skagit County reserves the right to reject, in whole or in part, any and all proposals received. Skagit County reserves the right to negotiate contract terms subsequent to the submissions of proposals from the selected qualified proposers.

All proposals are public information and subject to public disclosure.

The County is not liable for any costs incurred by proposers prior to entering into a contract. Costs associated with developing the proposal, preparing for oral presentations and any other expenses incurred by the proposer in responding to the RFP are entirely the responsibility of the proposer, and shall not be reimbursed in any manner by the County.

I. Background

Affordable housing with appropriate support services is crucial to the wellbeing and recovery of individuals experiencing homelessness with behavioral health disorders. People with mental illness and/or substance use disorders are at high risk to become chronically homeless and frequent users of public services such as prisons, jails, emergency departments, and other crisis services. Due to inadequate housing resources, these individuals are very prone to repeated relapse.

Supportive housing combines affordable housing with individualized support and case management services to stabilize individuals and families, improve employment opportunities, health, and educational outcomes, and reduce substance use. Supportive housing has demonstrated success in reducing public spending on expensive homeless shelters, hospitals, emergency rooms, jails, and prisons. The Corporation for Supportive Housing (CSH) reports that among homeless individuals, supportive housing can lead to a 57 percent reduction in emergency room visits, an 87 percent reduction in use of emergency detoxification services, and a 52 percent reduction in incarceration. A cost study from Portland, Maine identified cost savings of more than \$15,000 per person per year through supportive housing.

The development of high-quality, permanent supportive housing is a priority strategy in the Skagit County Ten-Year Plan to End Homelessness. As of July 2016, there were 237 households on the Skagit County Housing Interest Pool, which keeps track of homeless households and households at imminent risk of homelessness. Of these households, 58 are chronically homeless, as defined by HUD. The 2016 Point-In-Time Count found 64 chronically homeless individuals in Skagit County.

Skagit County's priority for its Permanent Supportive Housing Program is to serve the most vulnerable households on the Skagit County Housing Interest Pool who have behavioral health disorders.

II. Minimum Requirements

The Service Provider and Project Sponsor will have a history of service in the field of supportive housing for people with behavioral health disorders and commitment to best practices in supportive housing. Although these funds are limited to services for residents with behavioral health disorders, central consideration is given to the overall viability of the project, including all aspects of development and operations.

The proposer must demonstrate proof of these minimum requirements through appropriate documentation and/or detailed responses before its proposal will be further considered:

A. Partnership

- 501(c)3 organization or a public corporation, commission, or authority established pursuant to applicable Washington State Law.
- A minimum of two years of experience in successfully providing supportive housing services to people with behavioral health disorders.
- Demonstrated experience successfully securing state and federal capital awards for supportive housing development and completing project construction on schedule.
- Demonstrated experience successfully securing operating subsidies for supportive housing.
- Compliance with all applicable federal and state laws.

B. Project-Specific Activities

- Seeking a new capital award from the Washington State Housing Trust Fund and/or Washington State Housing Finance Commission.
- Utilizes a Housing First/harm reduction philosophy in which housing is not contingent upon abstinence or treatment compliance.
- Successful plan for communication and coordination between service provider, property owner/manager, and other partner agencies.
- Commitment to tracking and measuring program outcomes through HMIS.
- Commitment to engaging in robust and ongoing neighborhood outreach.
- Plan to provide 24/7 crisis intervention services for tenants.
- 0.1%-funded units will exclusively serve households with chronic behavioral health disorders and serious and ongoing barriers to housing stability; homeless at entry; and, are prioritized and referred by the Skagit County Coordinated Entry System based on vulnerability.
- Provide housing that is not time limited.
- Will accept all eligible referrals, except under very limited circumstances.

A proposer's overall capability, specialized experience, reputation, past performance for similar services, technical competence, financial stability, and ability to meet program goals will all be considered in the award decision.

III. Proposal Submission Requirements

Please include the following in your proposal:

- a. A copy of the organization's most recent financial audit.
- b. Attachment B, signed by a person with the ability to bind the proposing entity.
- c. Responses to the below narrative application questions and attached budgets, demonstrating compliance with the above minimum requirements.

- d. Any Memorandums of Understanding (MOUs) between and among project partners. If the Developer, Project Sponsor and Service Provider are legally separate entities, an MOU is required.

IV. County Priorities

This RFP is for projects seeking new capital awards from the Washington State Housing Trust Fund and/or Washington State Housing Finance Commission. Funding can only be used for services that promote the housing success and stability of residents with behavioral health disorders—such as on-site services staffing and non-treatment housing case management—not ongoing operating expenses or rent assistance.

Public Health strongly prioritizes projects that:

- Do not require tenants to have a steady income; long-term rent assistance should be secured for as many units as possible.
- Include, at a minimum, enough behavioral health designated units to allow for an economy of scale with 24/7 staffing (approximately 50 units).
- Provide a high level of supportive services for residents with behavioral health disorders, including 24/7 staffing.
- Connect clients to case management and treatment services by accessing community resources supported by local, state, and federal funding.
- Provide access to an array of comprehensive and mainstream services.
- Can demonstrate support from the local jurisdiction (city).
- Feature a service provider that is eligible to bill Medicaid and demonstrates ability to leverage other supportive services funding.

Site selection is a central component of a successful project. Successful permanent supportive housing projects are located in areas that provide easy connectivity to transit, social services, employment, and medical care. Residents are most successful when it is easy for them to access the resources they need to thrive and when a location promotes integration within the community. Although proposals are not required to have a site selected, agencies will be expected to:

- Engage early during the siting process with the city in which the project will be located.
- Locate the project in close proximity to social services, transit, and employment opportunities.
- Select a site that promotes integration into the surrounding community.
- Achieve site control and appropriate zoning within eighteen months from award date. Proposals that can demonstrate they already have site control and appropriate zoning will be prioritized.
- Mitigate floodplain and other environmental impacts.

- Demonstrate awareness of potential neighborhood and business owner concerns.

The County will work collaboratively with project partners and cities to identify sites for permanent supportive housing.

V. Proposal Evaluation Process

Skagit County Public Health intends to select the proposal which is the most qualified to meet its local needs. The proposal submitted must fully address the requirements listed in this solicitation and the proposer's degree of experience, knowledge, and ability to provide experienced and qualified services as proposed. Skagit County reserves the right to reject any and all proposals received by reason of this request or to negotiate separately with any source whatsoever, in any manner deemed to be in the best interests of the Skagit County Permanent Supportive Housing Program.

Staff will conduct an initial review to eliminate any proposals that do not meet minimum qualifications. Following this review, staff will provide all proposals that meet minimum qualifications to a Selection Committee, comprised of Public Health staff and representatives from the 0.1% Behavioral Health Sales Tax Advisory Committee for evaluation and scoring. The Selection Committee will make a recommendation to the full 0.1% Behavioral Health Sales Tax Advisory Committee. The full Committee will vote and make a recommendation on funding to the Board of County Commissioners. Via resolution, the Commissioners make the final decision on 0.1% funding for the proposed project.

The County anticipates that the County and Project Sponsor/Service Provider will negotiate and execute an agreement for the operation of the project and timing of the award. The County may—but is not obligated to—consider interim uses of funding prior to lease up. The agreement will include the scope of services to be provided, the population to be served, and related matters. The agreement will balance the County's need to get prioritized services while at the same time preserving the projects' long-term financial feasibility for the Project Sponsor.

VI. Proposal Evaluation Criteria

Evaluation of proposals which meet the minimum requirements will be based on the following criteria:

- Alignment with County project priorities (25 points)
- Demonstrated experience
 - a. Development (4 points)
 - b. Securing capital, operating, and behavioral health services awards (4 points)
 - c. Neighborhood outreach (4 points)
 - d. Homeless housing (4 points)

- e. Housing case management (4 points)
- Extent of adherence to a Permanent Supportive Housing Fidelity Model (15 points)
- Anticipated service outcomes (5 points)
- Strength of Service Provider-Property Management-Project Sponsor partnership and experience with Coordinated Entry (5 points)
- Concrete strategies to maintain housing stability for difficult tenants and promote housing success (5 points)
- Commitment to partnering with other local service providers to ensure client success (5 points)
- Funding level requested is matched to client need (5 points)
- Sustainable long-term operating and services budgets which demonstrate cost-effectiveness (5 points)
- Development timeline (5 points)
- Agency capacity and financial viability (5 points)

Subsequent to the County's review of written submittals, the Selection Committee may do interviews. If the County opts to do this, identical questions will be prepared and distributed to each team to be interviewed, as well as questions that are customized for each team. Additional questions both for and to the team may be addressed during oral interviews. Each team's demonstrated experience, qualifications, completeness, clarity, communication, and professionalism as demonstrated through its oral presentation and answers to questions will be used in ranking teams in order of preference.

The County reserves the right to require other evidence of managerial, financial, or other abilities prior to award of the contract.

VII. Awards

Contracts for services for residents with behavioral health disorders will be awarded for a period of five years, with contracts beginning at a mutually agreed upon time that allows for effective program startup. The County will re-issue contracts every two years with service audits and quality assurance monitoring completed on a regular basis. Contract renewals will expect providers to leverage all other sources of funding that may become available.

Funded partnerships will be expected to secure Washington State Housing Trust Fund awards within twenty-four months of the RFP deadline. Organizations unable to secure this award within this time frame will be required to reapply for services funding. The County reserves the right to make awards contingent on the organization securing operating subsidies/rental assistance for all units.

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Permanent Supportive Housing Program
PROPOSAL QUESTIONS**

Please answer the following questions in a narrative document, with as much specificity as possible.

Expertise & Experience

1. Please provide a general overview of your organization(s), including primary area of expertise. Please detail any persons outside of your organization(s) that are likely to be included as part of the team.
2. Please provide information on the Project Sponsor's current real estate portfolio, including: name, type, location, developer, date completed, number of units, occupancy rate, current value, operating subsidies, debt, and ownership interest.
3. Describe the Project Sponsor's/Developer's track record in securing operating and rental subsidies. The County intends to work collaboratively with the project team to secure needed resources for this project.
4. Describe your organization(s) experience with neighborhood outreach, particularly as it relates to homeless housing.
5. Describe your organization(s) experience operating permanent supportive housing, including the provision of services to populations with behavioral health disorders.
6. What steps have your organization(s) taken in past projects to prioritize unsheltered homeless households for service?

Project Details

7. Please provide a brief summary of your proposal. It should clearly describe the number of units, expected rents, target population, project activities, eligibility criteria, service provision, and expected outcomes. Please attach a preliminary development budget in Excel, including expected sources of funds.
8. Discuss the amount of funding requested and explain how funding will be used and how you propose to leverage existing or potential funding sources. Please attach preliminary services and operating budgets in Excel that details the County request and potentially leveraged resources.

9. Please describe your planned efforts to secure sustainable long-term operating supports and vouchers.
10. Please provide a timeline for the project. When would you see the development starting and finishing? When would you expect to lease up the units?

Services & Operations

11. Please describe your service plan and proposed use of County funds for clients with behavioral health disorders, including:
 - Service philosophy
 - Description of any formal relationships with other service providers or community partners
 - Case management and behavioral health services to be made available
 - On-site staffing plan
 - Plans for provision of crisis services and peer support groups
 - The use of evidence-based practice
 - Tracking of key metrics and outcomes using HMIS
12. Please explain how your project embraces “Housing First” and Harm Reduction principles and adheres to any permanent supportive housing fidelity model.
13. Is your organization eligible to bill Medicaid or will it become eligible to leverage the new supportive housing 1115 waiver?
14. Please describe partners’ experience with Coordinated Entry. Please detail any circumstances in which your project would not accept a referral from Coordinated Entry.
15. How will property management and services staff coordinate their efforts when tenant issues arise that may impact housing stability? Please describe how partners will limit evictions and promote housing success and what would trigger an eviction process.
16. How will the service provider, property manager, and developer communicate throughout construction, lease up, and operations?

Financials & Quality Control

17. Describe any audit or monitoring findings your agency(s) have had in relation to agency audit or program monitoring performed by any of your agencies’ funders, or from any external entity within the past three years. Please describe any correction action plan(s) and state if it is either in progress (providing detail on the status for implementation) or has been completed.

Attachment A: Letter of Interest

Please type or print all information. Return the completed and signed form to Kayla Schott-Bresler Skagit County Public Health, 700 S Second Street, #301, Mount Vernon, WA 98273. Forms may also be emailed to Kayla Schott-Bresler or kaylasb@co.skagit.wa.us.

IDENTIFYING INFORMATION

Project Sponsor's Name & Organization _____

Address _____

Street or Box # _____

City _____ State _____ Zip _____

Phone _____ Fax _____

Email Address _____

Service Provider Name & Organization _____

Address _____

Street or Box # _____

City _____ State _____ Zip _____

Phone _____ Fax _____

Email Address _____

Signature below indicates an interest in becoming a contractor for Skagit County. I understand that signing this letter does not bind me to submission of a full application. All information submitted in this letter of intent is true to the best of my knowledge and belief. I fully understand that any significant misstatement in or omission from this application may constitute cause for denial of participation.

PROJECT SPONSOR

Name and Title (print or type)

Signature

Date

SERVICE PROVIDER

Name and Title (print or type)

Signature

Date

Attachment B

Application Cover Sheet

Project Sponsor Information

Name and Title of Authorized Representative: _____

Name of Organization: _____

Address: _____ City: _____

State: _____ Zip Code: _____ Phone: _____ Fax: _____

E-mail: _____

Please check the appropriate box below and provide the information requested:

Incorporated as a private non-profit corporation in the State of Washington and has been granted 501(c)(3) tax exempt status by the U.S. Internal Revenue Service. IRS Employer Identification Number (EIN): _____

A public corporation, commission, or authority established pursuant to applicable Washington State law

State of Washington Business License Number(s): _____

Program Licensure or Certification Status, if applicable: _____

Service Provider Information

Name and Title of Authorized Representative: _____

Name of Organization: _____

Address: _____ City: _____

State: _____ Zip Code: _____ Phone: _____ Fax: _____

E-mail: _____

Please check the appropriate box below and provide the information requested:

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A public corporation, commission, or authority established pursuant to applicable Washington State law

State of Washington Business License Number(s): _____

Program Licensure or Certification Status, if applicable: _____

I understand the terms and conditions of the RFP and certify that the above-named agencies will comply with all Skagit County requirements if a contract award is made. All information contained in this application is true and accurate to the best of my knowledge.

Project Sponsor

Print Name Title

Signature Date

Service Provider

Print Name Title

Signature Date