



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2018-11-14 (4)

**Date:** November 14, 2018

**To:** THA Board of Commissioners

**From:** Michael Mirra  
Executive Director

**Re:** Arlington Drive Apartments Service Providers

*This resolution will authorize Tacoma Housing Authority's (THA) Executive Director to negotiate, and if those negotiations are successful, to execute a contract with The Accelerator YMCA, a branch of the YMCA of Greater Seattle, to provide services to young adults who will live at Arlington Drive Apartments for homeless young adults.*

### Background

Arlington Drive Apartments will be a 58 unit apartment building to house homeless young adults in Tacoma. This apartment building is part of the Arlington Drive Campus THA will build for homeless youth and young adults. It is a large undertaking. It shows THA's commitment to address the housing crisis in the region that these young people face. Arlington Drive Apartments will be a safe and stable place for young people to call home, and a place where they can expect and receive a high level of support that is expert, culturally humble, flexible and designed to help them reach their housing, education, employment, and self-sufficiency goals. THA does not provide these services. THA does not know how to provide them. And THA does not wish to learn. Instead, THA seeks a high quality, experienced partner to do this work.

#### 1. The Selection Process: RFP, Scoring Criteria and Scoring Detail

On July 15, 2018, THA released an RFP seeking a service provider for Arlington Drive Apartments. It asked Respondents to address the following in their proposals:

| Section  | Total Possible Points |
|--|-----------------------|
| Letter of Intent                                 | 5 Points              |
| Guiding Principles, Project Approach, and Budget | 30 pints              |
| Experience and Capacity of Project Team          | 30 Points             |
| Service Plan, Metrics and Evaluation             | 30 Points             |
| Ability to Help THA Find Service Funding         | 5 points              |
| RFP Exhibits Completed and Attached              | Yes/No                |
| <b>TOTAL POINTS POSSIBLE</b>                     | <b>100 Points</b>     |

Interested agencies had until September 24, 2018, to respond to the RFP. THA received a total of four responses:

- The Coffee Oasis
- Pioneer Human Services
- The YMCA of Greater Seattle, Accelerator Branch
- Metropolitan Development Council.

All four agency proposals were responsive, including all required information and materials.

Five (5) THA staff members read and reviewed the proposals, and three (3) of those staff scored the written proposals prior to interviews. The chart below shows their scores:

|              | The Coffee Oasis | Pioneer Human Services | YMCA of Greater Seattle | Metropolitan Development Council |
|--------------|------------------|------------------------|-------------------------|----------------------------------|
| THA Person 1 | 51               | 62                     | 97                      | 73                               |
| THA Person 2 | 52               | 48                     | 96                      | 71                               |
| THA Person 3 | 62               | 93                     | 93                      | 84                               |
| Average      | 55               | 67.66                  | 95.33                   | 76                               |

**2. The Selection Process: Interview and Panelist Information**

On October 26, 2018, THA invited all four responding agencies to participate in two panel interviews. All four attended the panels. Eleven (11) stakeholders served on the interview panels. They represented a wide cross section of organizations, views and interests:

- Pierce County
- City of Tacoma
- Salishan homeowner
- young adults who have experienced homelessness
- Community Youth Services
- Oasis Youth Center
- BDS (firm supporting the Advisory Committee and community engagement),
- THA staff members

The panel was also impressively representative with regard to race, gender, sexual orientation, age and socioeconomic status. In total, 5 of the 11 interviewers identify as people of color, six identify as female and five identify as male.

Each panel interviewed all four agencies. Agencies opened each interview with a 25-minute presentation about their proposal. We also asked them to address the following topics in their opening:

- their experience providing housing for homeless young adults and/or experience working with young adults
- their plan for operating trauma-informed and culturally humble 24 hour services

- their understanding of the population to be served
- how they will assess young people's needs
- how they will meet those needs
- how they will help young people stabilize and move into their own housing after living at Arlington Drive

After the presentation, each of the two panels posed four questions, totaling eight questions in all. Those questions were:

- How will you use your involvement at Arlington Drive to integrate into the youth/young adult homelessness world in Pierce County? Which organizations will you build or strengthen your relationships with and why?
- How do you integrate youth/client voice into the work you do now and how will you do that at Arlington, both with regard to treatment/service planning and policy development?
- How do you use your own data to inform your programming? How often do you look at data to course correct? Please give examples.
- How have services at your agency evolved over the last 2-3 years and what prompted the evolution?
- How are staff at all levels of your organization trained in cultural humility and how do you ensure staff provide culturally humble services? Why is this important to your organization?
- What do you see as your role in addressing youth/young adult homelessness at the policy level?
- What will your approach be to finding and securing ongoing funding for services at Arlington Drive?
- How do you utilize best-practice and evidence-informed service delivery models for this specific population? Which best-practices and evidence-informed approaches will you take at Arlington?

Two agencies interviewed in the morning. Panelists then ate lunch together to debrief the morning. Two agencies interviewed in the afternoon. The interview panelists wrapped up the day with a combined discussion amongst themselves about all four interviews, points of excitement and areas of concern. Finally, panelists were asked to rank each of the four agencies individually and submit their responses along with their interview notes. Panelists did not rank their preferences out loud to the group.

The YMCA was the very strong preferred choice of the interview panels, by a wide margin. Of the 11 panel members, 10 highly recommended the YMCA of Greater Seattle as their

number one choice. Some of them concluded that if THA did not choose the YMCA that THA should then keep looking. One person chose Metropolitan Development Council, stating that he or she simply preferred a local agency to one who is currently based outside Tacoma. That person ranked the YMCA second. All 11 panelists picked The Coffee Oasis as their fourth choice. Importantly, the formerly homeless young people on the panel stated that the YMCA was their first choice.

Panelists spoke highly of the YMCA’s 20 years of experience, youth-driven approach, evidence-based service delivery model, adaptability to work with young people at developmentally and culturally appropriate levels, its strong ability as a fund-raiser and its influence at the city, county, state and federal policy levels. Below is the de-identified list of how all panelists ranked agencies, with one (1) being the highest and four (4) being the lowest:

| Agency/Role                  | YMCA of Greater Seattle | The Coffee Oasis | Metropolitan Dev. Council | Pioneer Human Services |
|------------------------------|-------------------------|------------------|---------------------------|------------------------|
| Pierce County                | 1                       | 4                | 3                         | 2                      |
| City of Tacoma               | 1                       | 4                | 2                         | 3                      |
| BDS staff                    | 1                       | 4                | 2                         | 3                      |
| BDS staff                    | 2                       | 4                | 1                         | 3                      |
| Young Person                 | 1                       | 4                | 2                         | 3                      |
| Young Person                 | 1                       | 4                | 2                         | 3                      |
| Salishan Homeowner           | 1                       | 4                | 3                         | 2                      |
| Corp. for Supportive Housing | 1                       | 4                | 2                         | 3                      |
| Community Youth Services     | 1                       | 4                | 2                         | 3                      |
| Oasis Youth Center           | 1                       | 4                | 2                         | 3                      |
| THA                          | 1                       | 4                | 2                         | 3                      |
| THA                          | 1                       | 4                | 2 (tied)                  | 2 (tied)               |
| THA                          | 1                       | 4                | 3                         |                        |

On the Monday following interviews, THA staff members gathered to discuss the proposals, interviews, corresponding group dialogue and to finalize their ranking. Importantly, there was no discrepancy between how THA staff scored RFP’s prior to the interviews and their final rankings at the end of the whole process.

The Director of THA’s Client Support and Empowerment Department strongly concurs in the recommendation of the panelists to contract with the Y. I attach a summary of her views explaining her conclusion. In particular, she notes the following strengths of the Y:

- Y staff have more than two decades of evidence based experience with housing and serving homeless youth and young adults; it is the largest provider of these services for homeless young people in King County; it uses trauma-informed care at every point in their service provision; it is a proven community leaders in providing culturally responsive and humble services;

- The Y has a large array of services, all focusing on youth and young adults. Those services include: providing crisis response services for young people in King County, outpatient mental health and substance use treatment, gang intervention and violence prevention, education, employment and civic engagement programs, transition services for young people aging out of foster care and evidence-based programs.
- The Y uses data and feedback to regularly course correct.
- The Y is very strong at fundraising. This will likely be critical at Arlington.
- They are strong advocates with and for young people, with their own young adult advisory board and partnership with the Mockingbird Society as the chapter hub for King County.
- THA staff and community stakeholders who have participated in this process have all endorsed the Y. Community voices express great excitement in developing a regional services hub at Arlington Drive and working with the YMCA to elevate Tacoma as a leader in addressing youth homelessness.
- The Y is a prominent voice at the local, county, state and national legislative levels. The Y has experienced leadership and a solid infrastructure enabling expansion.

### **Recommendation**

Approve Resolution No. 2018-11-14 (4) to authorize the Executive Director to negotiate, and if those negotiations are successful, to execute a contract with the YMCA of Greater Seattle, Accelerator Branch as the service provider at Arlington Drive Apartment for homeless young adults.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2018-11-14 (4) (Contract for Arlington Drive Apartments Service Provider)**

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma

**WHEREAS**, The City of Tacoma and Pierce County have a growing population of homeless youth without families and homeless young adults; and

**WHEREAS**, The City of Tacoma and Pierce County are presently without services necessary to responsibly and effectively serve these young people; and

**WHEREAS**, As a result this young people face physical and sexual exploitation, lifelong developmental and educational impairments, health and mental health damage and blighted economic and emotional prospects, and our City and County face increased costs of emergency services, mental health and health services and judicial and jail services; and

**WHEREAS**, Serving homeless youth without families and homeless young adults fits well within THA's mission and strategic objectives; and

**WHEREAS**, THA has secured funding to develop a Crisis Residential Center for youth age 12-17 who are experiencing homelessness and has executed an agreement with Community Youth Services to provide services and operate the facility; and

**WHEREAS**, THA has secured funding to develop up to 58 units of rental housing for young adults age 18-24 experiencing homelessness; and

**WHEREAS**, These young adults will need services that THA does not provide and does not have the capacity to provide; THA needs a high capacity social service partner with the requisite expertise and experience; and

**WHEREAS**, THA engaged in a thorough and thoughtful community consultation process to develop a scope of services for a service provider to offer; and

**WHEREAS**, To help THA select the service partner THA engaged community voices, to include formerly homeless youth, service providers, city and county representatives, neighboring homeowner and others; now, therefore, be it

***Resolved by the Board of Commissioners of the Housing Authority of the City Of Tacoma, Washington, that:***

THA's Executive Director is authorized to negotiate, and if those negotiations are successful, to execute an agreement with the YMCA of Greater Seattle, Accelerator Branch, to provide services for the Rental Housing being developed for Young Adults as part of the Arlington Campus for Homeless Youth and Young Adults.

**Approved: November 14, 2018**



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Dr. Minh-Anh Hodge, Chair

| YMCA of Greater Seattle                                      |   | Metropolitan Development Council |   | Pioneer Human Services |   | The Coffee Crisis |  |
|--|---|----------------------------------|---|------------------------|---|-------------------|--|
| Points Awarded   | Narrative   | Points Awarded                   | Narrative   | Points Awarded         | Narrative   | Points Awarded    | Narrative  |
| 5  | All letters of intent met the specified criteria  | 5                                | All letters of intent met the specified criteria  | 5                      | All letters of intent met the specified criteria  | 5                 | All letters of intent met the specified criteria   |
| 29   | <p>Clearly stated understanding that relationships between participant and staff are integral to engagement. Strong understanding of trauma-informed care.</p> <p>Prioritize housing first and minimal barriers to housing. Prioritize cultural humility and hiring staff with lived experience. Will use evidence-based program that requires intense fidelity monitoring and yields predictable outcomes related to permanent housing. Reasonable, well thought out and thorough budget and staffing levels.</p>  | 22                               | <p>Prioritize housing first. Will remind clients that "choices come with consequences and that their housing is time limited" contradicting the housing first model. Individualized planning and services are required for each resident depending on their needs and history. Prospective language. Awareness that services should not retraumatize clients and mention of trauma informed care.</p> <p>Flexible staff schedules to accommodate client needs. Reasonable budget, but specific positions to be funded are heavily reliant on peer supports. Unclear about wages per position. No mention of paid mental health/chemical dependency staff.</p> | 20                     | <p>Institutional approach with consistent reference to "treatment" throughout the proposal and interviews. Mention of housing first but also reference Intense Biopsychosocial assessment as necessary within 48 hours of entry and service regimens akin to inpatient treatment. Young people would stay in ground level transitional units for the first 48 hours to allow provider to engage supports. Level of treatment (1-3, 3 being the most intense) determines frequency of meetings with staff via assessments, group meetings, and individual counseling. Will engage a comprehensive treatment team including other young people, family and friends. Biggest budget at \$2.2m with \$685,000 funding gap. Remainder to be billed to Medicaid for clinical services. Stated reliance on THA to raise the uncovered funding.</p> | 18                | <p>Mention of trauma informed care and harm reduction, but no specifics of what either mean or how they translate to implementation. Clear understanding that young people need flexible intake processes and time to build relationships with staff before engaging in services. Culturally responsive environment is described as "non-discriminatory" with attention paid to hiring the "best qualified staff". When asked during the interview what makes a staff "qualified" the response was repeatedly "experience working in social services and education" without regard to lived experience or diversity. Consistently called women "gals" during interviews and referenced homeless young adults as the "underside of our society" in one of the interviews. Propose 32 full time staff with a total staffing budget of only \$1.469m. During interviews they stated that scaling up would "be no big deal. We already serve 1,000 kids per year, what's another 60" indicating a severe lack of understanding of the magnitude of this project.</p> |
| 27   | <p>20 years of experience housing homeless young adults in various types of housing programs. Largest housing provider for young adults in all of King County. County-wide crisis responders for youth and young adults. Offer outpatient mental health and chemical dependency treatment. Gang intervention and violence prevention programming. Experienced leadership. Proposed Director of Arlington lives three blocks from Salsihan. No social services offered by the YMCA of Greater Seattle in Pierce County. YMCA of Pierce and Kitsap Counties has a strong presence in the community.</p> | 18                               | <p>15 months of experience providing permanent supportive housing with the Avenue Apartments with "2-3 exits", two of which left to permanent housing, one unknown. Experiences with supportive employment, counseling and chemical dependency counseling. Heavy reliance on peer support specialists but unclear how they will be supported.</p>   | 18                     | <p>Experience with young adults limited to one program serving young people 18-20 years old and focused on helping young people transition back into the community from justice system involvement. Other programs serving young people focus on youth under 18 years old. Oversight of Arlington would include a Clinical Director, Director of Youth and Young Adult Programs and Director of Research and Client Outcomes.</p>   | 15                | <p>Two years of experience providing supportive housing for young adults. Ten years of experience in job training, outreach and drop in services. Experience providing 24hr services for young adults since 2013. Prospective language with regard to staff who would work at Arlington, including education, training and experience expectations. No reference to preference for those with lived experience or diversity dimensions.</p>  |
| Experience and Capacity of Project Team (30 possible points) |   |                                  |   |                        |   |                   |  |

|  | YMCA of Greater Seattle |  | Metropolitan Development Council |  | Pioneer Human Services |   | The Coffee Oasis |  |
|--|-------------------------|--|----------------------------------|--|------------------------|---|------------------|--|
|  | Points Awarded          | Narrative  | Points Awarded                   | Narrative  | Points Awarded         | Narrative   | Points Awarded   | Narrative  |
| Service Plan, Metrics and Evaluation (30 possible points)    | 29                      | The YMCA uses the YV LifeSet service model. This model is a nationally known service regimen founded in evidence. It requires strict evaluation, evidence based interventions, small caseloads (no more than 10 clients per case manager), minimum of once per week meetings, comprehensive treatment plans, and team approach. Proven outcomes: 77% stably housed, 74% increase in education credentials, 89% avoiding further justice system involvement. Opportunity for services with less intensity including live-in resident manager for 24hr assistance and a housing case manager. On-site mental health and substance use treatment.   | 23                               | Prospective language. One care coordinator per every 24 residents. One meeting per month and access to all MDC services including behavioral health, chemical dependency, employment and education supports. Peer specialists available for more frequent meetings. Staff available 24 hours per day. Local to Tacoma with connections to several local organizations including REACH, Shared Housing Services, Team Child, Vadis, Associated Ministries, Oasis Youth Center and the Center for Children and Youth Justice | 15                     | Service planning includes several intense assessments including the mini mental status exam, the American Society of Addiction Medicine Dimensions, and Social Determinants of Health assessment. Scores on these assessments will determine the young person's "level". No plan for young people who are uninterested in intensive assessments and services. Experience in Tacoma and established relationships with several service providers including Oasis Youth Center, Wellspring Family Services, Columbia Legal Services, and Northwest Justice Services. Assessments are clear but anticipated outcomes are not identified. |                  | Service model includes emphasis on social enterprise and job training programs. Mention of providing "culturally appropriate on-site and off-site services, including...case management, health screenings and therapy appointments", but few specifics about how residents' individual needs will be assessed and/or addressed. Outcome measurements focus on safety, well-being, permanent connections, and self-sufficiency. No mention of permanent housing as an outcome measurement. |
| Ability to Help THA Find Service Funding (5 possible points) | 5                       | There is strong philanthropic support for YV LifeSet, including a potential 1:1 match up to \$1m in the state of WA outside King County. Solidified legislative strategy to include funding in 2019 state budget. The YMCA has more than 100 government contracts and projected \$14,000,000 budget in 2018. The Y expects to pull medical funding via Foundational Community Supports and billing for mental health/chemical dependency services. Current and prospective support from the Ballinger Group, Raikes Foundation, Campion Foundation, The Boeing Company, Cheney Foundation, The Russell Family Foundation, The United Way of Pierce County and the Bamford Foundation. The Y has a strong reputation and presence within philanthropic, local, state and federal funders. Plans to tie into the Anchor Communities Initiative in Pierce County. | 2                                | State that each unit will come furnished with bedding, houseware, and bathroom accessories via community donations. MDC has a fund development staff to support funding, including grant writing and grassroots efforts to raise money. Utilize medical billing via Foundational Community Supports. Little presence locally or at the state level regarding young adult homelessness.   | 1                      | Proposal to pay for clinical services via Medicaid and applications for additional clinical funding through various federal block grants. Funding gap of \$685,000 is expected to be covered by THA which was mentioned in interviews. Mention of "community foundations [and]...corporate giving at federal, state and county levels of government" as potential funding streams in the proposal. No additional specifics mentioned.   |                  | Expect to raise 55% of funding (approximately \$940,000) via social enterprise with THA providing the remainder of funds. Mention pursuing funding via state and federal funding, but unclear through which specific funding streams.  |
| Point Total  | 95                      |  | 70                               |  | 65                     |   | 54               |  |