



TACOMA HOUSING AUTHORITY

RESOLUTION 2018-03-28(4)

DATE: March 28, 2018
TO: Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Memorandum of Understanding with Community Youth Services for Arlington Drive Youth Campus

Purpose

This resolution would authorize Tacoma Housing Authority's (THA) Executive Director to negotiate and execute a Memorandum of Understanding (MOU) with Community Youth Services (CYS) for their collaboration in the Arlington Drive Youth Campus.

Background

THA is planning the development of the Arlington Drive Youth Campus. This campus will be on 3.5 acres that THA owns near Salishan. The campus will have a 12-bed Crisis Residential Center (CRC) for homeless youth ages 12 to 17 years, 40 to 60 apartments for rent to homeless young adults ages 18 to 24 years, and a community "equity" center.

These facilities and these young people will need services from partner organizations. Community Youth Services (CYS) will provide the services for the CRC and its residents. It will also collaborate with other providers who will serve the residents of the rental housing and in other ways will collaborate for the success of the entire campus. CYS is one of the nation's premier organizations doing this work using evidenced-based and best practices. It has been providing these services in Thurston County since 1984. Two years ago, THA gave CYS the use of a single-family home in South Tacoma for a 6-bed CRC. Its operation has been a success. The City of Tacoma and Pierce County had chosen CYS to manage overnight shelter and related services to homeless youth and young adults. The THA-CYS partnership has allowed THA to envision and implement its service to the region's population of homeless youth and young adults. The partnership is a very good match of mission, values and capacities.

THA and CYS need an MOU to formally affirm their commitments to their partnership and allow them to invest with confidence in the Arlington Drive campus project. The attached draft MOU will serve that purpose. It provides a general framework for this partnership. It contemplates that THA and CYS will later execute a more detailed agreement.

Recommendation

Staff recommend that the Board approve this resolution.



TACOMA HOUSING AUTHORITY

RESOLUTION 2018-03-28 (4)

(Approval to Execute Memorandum of Understanding with Community Youth Service to Operate the Arlington Drive Crisis Residential Center)

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

WHEREAS, The Housing Authority of the City of Tacoma (the "Authority") approved resolution 2015-06-22 (5) approving the Arlington Drive Land for Youth Housing and Services; this will include a 12-bed Crisis Residential Center (CRC), 40 to 60 apartments for rent to homeless young adults, and a community "equity center";

WHEREAS, this campus will require services for its residents that THA does not have the capacity or expertise to provide. THA will need highly capable partners with this expertise;

WHEREAS, Community Youth Services (CYS) is one of the nation's premier providers of services for children, youth and young adults in crisis. It uses evidenced-based and best practices to very good effect. It has been doing this work since 1984 in Thurston County. For the past two years, it has operated a 6-bed CRS in Tacoma using one of THA's single-family homes. The City of Tacoma and Pierce County chose CYS to operate a shelter and related services for homeless youth and young adults.

WHEREAS, THA and CYS agree that CYS will operate the Arlington Drive CRC and will collaborate in other ways for the overall success of the campus;

Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington as follows:

THA's Executive Director is authorized to negotiate and execute a Memorandum of Understanding (MOU) with Community Youth Services for the operation of a 12-bed CRC at Arlington Drive Youth Campus and generally for their collaboration for the success of the entire campus. The substantive content of the MOU will substantially resemble the attached draft.

Approved: March 28, 2018

Janis Flauding, Chair

TACOMA HOUSING AUTHORITY and COMMUNITY YOUTH SERVICES

MEMORANDUM OF UNDERSTANDING Arlington Drive Youth Campus

2018

1. BACKGROUND

Tacoma Housing Authority (THA) plans to build the Arlington Drive Youth Campus on property it owns in Tacoma's Eastside. It will include a 12-bed Crisis Residential Center (CRC) for youth ages 12 to 17 years of all sexes and genders. It will operate 24-hours a day, 7 days per week. The campus will also have 40-60 units of rental housing for homeless young adults age 18 – 24, a community facility for the campus, and social enterprises to offer job training.

Community Youth Services (CYS) will oversee all operations of the CRC and provide the support services that youth in the CRC require. THA has already provided CYC with a single family home in Tacoma for CYC's operation of a 6-bed CRC. CYC is one of the nation's premier providers of these services using evidence-based practices. It has been doing this work successfully at Haven House in Thurston County since 1984.

THA and CYC intend this MOU to state their respective general commitments to their collaboration to make the Arlington Drive CRC and the larger campus a success. They anticipate reaching and memorializing further more detailed agreements for the same purpose.

2. CRC OWNERSHIP

THA will own the CRC and Arlington Drive. THA funding will restrict the CRC property to use as a CRC and will require that it be well managed and maintained.

3. GENERAL RESPONSIBILITIES OF EACH PARTY

3.1 Community Youth Services (CYS)

- 3.1.1 CYC will be responsible for providing and funding all services to the youth at the CRC. It will use its model of best, evidenced-based practices, including Positive Youth Development, Solution Focused Case Management, Wraparound Strategies, Trauma-Informed Care; youth guided services.
- 3.1.2 CYC will be responsible for all recruitment, hiring, employment, training and supervision of all CRC staff.
- 3.1.3 CYC will ensure that its staff and practices are culturally appropriate and effective for the population of youth to be served at the CRC, especially for that population's characteristics by race, gender and sexual orientation.

- 3.1.4 CYS will provide all the needed furnishings, appliances and outdoor amenities and other agreed upon fixtures for the CRC and for on-going operations.
- 3.1.5 CYS will have primary responsibility for performing and funding property management for the CRC. This includes property maintenance, grounds maintenance, annual mechanical systems, routine and preventative maintenance, care of all interior appliances (hot water heaters, kitchen equipment, etc.) and payment of all utilities.
- 3.1.6 CYS and THA will enter into a more detailed operating agreement at least three months prior to opening the CRC at Arlington Drive.
- 3.1.7 CYS will assign to THA the \$250,000 in 2160 funds earmarked by Pierce County for the development of the CRC. THA will use these funds to construct the CRC.
- 3.1.8 CYS will advise THA on THA's solicitation and choice of a service provider to provide the services for the young adults who will live in the rental housing portion of the campus. CYS will cooperate with that service provider for the general success of the campus.
- 3.1.9 CYS will collaborate with THA to design and plan the rental housing at the campus, the services for the rental housing residents, and the community center.
- 3.1.10 CYS may use some of its fund raising capacity to generate capital dollars that may be needed to develop the center.
- 3.1.11 CYS will participate in a standing advisory committee to advise on the design and management of the campus.

3.2 THA

- 3.2.1 THA, with CYS's advice, will procure a service provider to provide the required supportive services for the homeless young adults who live in the 40-60 units of rental housing.
- 3.2.2 THA will convene an advisory committee to provide advice, support and guidance on the operations and community interface for the campus.
- 3.2.3 THA will secure all needed capital financing for the construction of the CRC. Primary sources of capital financing may include City, County and State funds, Pierce County and/or City of Tacoma CDBG funds, City of

Tacoma funds administered through Neighborhood Community Services, Pierce County 2160 funds, tax credit equity, and commercial debt.

- 3.2.4 THA will use the 2160 Funds of \$250,000 that Pierce County earmarked for CYS to develop the CRC and will ensure that all legal, programmatic and accounting procedures associated with these funds are met.

4. JOINT RESPONSIBILITIES

- 4.1 THA and CYS will work collaboratively to find funding to build and operate the CRC and the overall youth campus.
- 4.2 THA and CYS will enter into a further agreement for the following purposes:
 - 4.2.1 define, in greater detail, the property management and maintenance expectations;
 - 4.2.2 detail the process to determine when and how capital improvements will be made, what constitutes a capital improvement and whose responsibility it will be to make those improvements. THA will prepare a capital plan for replacing major systems in 10-15 years. CYS and THA will collaborate to identify and find funding for the replacement of building systems whose cost will be in excess of \$5,000.
 - 4.2.3 ensure that services are offered to youth are evidenced based and/or are research supported and meet best practices, and meets all code, licensing and other service requirements. CYS likely will contract or arrange for services from other service providers. The operating agreement will identify these.
 - 4.2.4 provide a process for resolving any disagreement between THA and CYS.

COMMUNITY YOUTH SERVICES

TACOMA HOUSING AUTHORITY

Scott Hanauer
Chief Executive Officer

Michael Mirra
Executive Director

Date: _____

Date: _____