

HENNEPIN COUNTY  
MINNESOTA

**Request for Proposals**

2023 Supportive Housing Capital Funding

RFP Release: January 4, 2023

Virtual Information Session: January 11, 2023 at 10 am via Microsoft Teams

**Proposal due date: February 16, 2023 at 3:00 pm**



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# 1 Introduction

## 1.1 Overview

Hennepin County's Housing and Redevelopment Authority ("Authority"), in partnership with the Human Services and Public Health Department ("County"), is soliciting proposals for the purpose of awarding capital funds to develop supportive housing. This Request for Proposals (RFP) seeks proposals from supportive housing development teams (i.e. partnerships between developers, service providers, and/or property managers) to develop housing meeting the needs and preferences of these three specific and interrelated populations:

- People with severe substance use disorder(s)
- People with mental illness leaving treatment
- People with a disability and a requirement to register as a predatory offender, specifically a Level 3 designation

Proposals serving the groups listed above are highest priority for funding selection via this RFP. Proposals serving population groups listed below are also eligible to apply for Supportive Housing Capital funding, though are a secondary priority for this year's Supportive Housing Capital RFP:

- People experiencing chronic homelessness
- Families involved with child protection/child welfare systems
- Youth with the following experiences:
  - o Youth in and leaving extended foster care
  - o Unaccompanied minors
  - o Youth experiencing sexual exploitation
  - o Youth with neurodiverse conditions

Up to \$6.16 million is available for capital assistance to develop new supportive housing units. Additional funding for services and building operations may also be available separately from the County.

Simultaneous with this RFP, the Authority is soliciting proposals for affordable housing programs (Affordable Housing Incentive Fund (AHIF), HOME and HOME-ARP) focused on preserving or creating multifamily rental opportunities for low-income renters via the Authority's 2023 Coordinated Affordable Housing Development RFP. The Authority may choose to award Supportive Housing Capital funds to projects that have applied to the Coordinated Affordable Housing Development RFP and completed the required sections. Likewise, the Authority may choose to award affordable housing program funds to projects submitted via this Supportive Housing Capital Funding RFP. **Projects serving any population designated as a priority in this year's or prior years' Supportive Housing Capital RFPs should apply via this Supportive Housing Capital Funding RFP.**

## 1.2 Scope of services and proposal format

The scope of services and technical requirements are included in Section 4.

When submitting a proposal, Proposers must follow the specific format and contents detailed in Attachment 1: Proposal format and content. Failure to do so will likely prolong the evaluation process.

### 1.3 Pre-proposal conference

A pre-proposal information session will be held via Microsoft Teams on Wednesday, January 11, starting at 10 am. To join, click the link below during the meeting time:

<https://tinyurl.com/yaet4xbm>

## 2 General Rules

### 2.1 RFP overview

This Request for Proposals ("RFP") is an invitation for Proposers to submit a proposal to the Authority. It is not to be construed as an official and customary request for bids, but as a means by which the Authority can facilitate the acquisition of information related to the purchase of services. Any proposal submitted is a suggestion to negotiate and not a bid.

### 2.2 Estimated timeline

- Pre-proposal conference: Wednesday, January 11, 10 am
- Optional Technical Assistance sessions: Wednesday January 25 to Friday February 3
- Deadline from proposers for any RFP questions: Thursday February 9, 3pm
- **Applications due:** **Thursday February 16, 3pm**
- Authority Board approval: anticipated May or June 2023

### 2.3 Proposal submission

Proposals will be received in the [Hennepin County supplier portal](#). In order to submit a proposal, you must first register with the supplier portal. For more information on how to register, please go to the [supplier portal information page](#). Proposers are strongly encouraged to make their submissions well in advance of the proposal due date as the process may take some time to complete.

For questions regarding accessing the Hennepin County Supplier Portal (including log-in or password help), please contact the Supplier Portal help line at: [supplierportal@hennepin.us](mailto:supplierportal@hennepin.us) or 612-543-5412 (open Monday-Friday, 8am to 4:30pm).

Failure to submit a proposal on time may be grounds for rejection of the proposal; however, the Authority reserves the right, in its sole and absolute discretion, to accept proposals after the proposal due date.

### 2.4 Questions, Technical Assistance Sessions, and Communication Restrictions

Questions concerning this RFP should be submitted in writing via e-mail by Thursday February 9, 2023 at 3pm to the following address: [Abbie.Loosen@hennepin.us](mailto:Abbie.Loosen@hennepin.us), copy to [Ian.Clobes@hennepin.us](mailto:Ian.Clobes@hennepin.us). Answers will be posted periodically to the Supplier Portal via formal addenda as described in section 2.5 below.

For questions regarding accessing the Hennepin County Supplier Portal (including log-in or password help), please contact the Supplier Portal help line at: [supplierportal@hennepin.us](mailto:supplierportal@hennepin.us) or 612-543-5412 (open Monday-Friday, 8am to 4:30pm).

Optional technical assistance (TA) sessions will be available from January 25 to February 3, 2023. To set up a TA session for your project, please:

- Visit the calendar of available TA session slots at the link below:  
<https://calendar.google.com/calendar/u/0?cid=aGVubmVwaW5jb3VudHlyZnBAZ21haWwuY29t>
- Fill out the TA Session Request Form at the link below, including the selected 30-minute time slot. Please fill out one TA Session Request Form per project.  
<https://forms.gle/BbGV7ZsiizunPbXDA>
- Once confirmed, you will receive a calendar invite for a virtual meeting for your selected time. If your preferred time is not available, you will be contacted using the contact information provided on the TA Session Request Form.

Project technical assistance sessions will be recorded digitally or by written notes. The technical assistance notes are classified as public data under the Minnesota Government Data Practices Act and available to anyone filing a formal public data request to the Authority.

Applicants shall not communicate, verbally or otherwise, with any Hennepin County personnel or consultants engaged by the Authority concerning this RFP, except via with the persons listed in this section and/or during a technical assistance session.

## **2.5 Addenda**

The Authority reserves the right to modify the RFP at any time prior to the proposal due date. An addendum will be posted in the Supplier Portal if the RFP is modified. Addenda may be viewed by clicking on the 'View Event Package' on the Event Details page. It is the responsibility of each prospective Proposer to assure receipt of all addenda.

The Authority will modify the RFP only by formal written addenda. Proposer's Proposal should be based on this RFP document and any formal written addenda. Proposers should not rely on oral statements, including those occurring at pre-proposal meetings or site visits.

## **2.6 Authority's right to withdraw, cancel, suspend and/or modify RFP**

The Authority reserves the right to withdraw, cancel, suspend, and/or modify this RFP for any reason and at any time with no liability to any prospective Proposer for any costs or expenses incurred in connection with the RFP or otherwise.

## **2.7 Proposer's right to edit or cancel proposal**

A proposal may be edited or cancelled in the supplier portal prior to the proposal due date. For instructions, view the edit or cancel a response section of the [how to respond to an event guide](#). After making any edits to the proposal via the Supplier Portal, you must click 'Submit' again to ensure delivery of the proposal.

## **2.8 Public disclosure of proposal documents**

Under Minnesota law, proposals are private or nonpublic until the proposals are opened on the proposal due date. Once the proposals are opened, the name of the Proposer becomes public. All other data in the proposal is private/nonpublic data until completion of the evaluation process. The evaluation process is completed when the Authority enters into a contract with a Proposer. At that time, all remaining data submitted by all Proposers

is public with the exception of data classified as private/non-public trade secret data under Minn. Stat. § 13.37 of the Minnesota Government Data Practices Act.

If the Proposer believes private/non-public data is included in its Proposal, Proposer shall clearly identify the data and provide the specific rationale in support of the asserted classification. Proposer must type in bold red letters the term "CONFIDENTIAL" on that specific part or page of the Proposal which Proposer believes to be confidential. Classification of data as trade secret data will be determined pursuant to applicable law, and, accordingly, merely labeling data as "trade secret" does not necessarily make the data protected as such under any applicable law.

The Proposer agrees, as a condition of submitting its Proposal, that the Authority will not, as between the parties, be liable or accountable for any loss or damage which may result from a breach of confidentiality related to the Proposal. Typically, pricing, fees, and costs are public data. The Proposer agrees to indemnify and hold the Authority, its officials, agents, and employees harmless from all claims arising out of, resulting from, or in any manner attributable to any violation of any provision of the Minnesota Government Data Practices Act, including legal fees and disbursements paid or incurred to enforce this provision.

## **2.9 Proposer's costs**

The Authority shall not be responsible for any costs incurred by Proposer in connection with this RFP. Proposer shall bear all costs associated with proposal preparation, submission, and attendance at interviews, or any other activity associated with this RFP or otherwise.

## **2.10 Proposer's ideas**

The Authority reserves the right to use any or all ideas, concepts, or other information provided in any proposals. Selection or rejection of the Proposal does not affect this right.

## **2.11 Collusion**

If the Authority determines that collusion has occurred among Proposers, none of the proposals of the participants involved in the collusion shall be considered. The Authority's determination shall be final.

## **2.12 Conflict of interest**

The Proposer affirms that to the best of its knowledge the submission of its Proposal, or any resulting contract, does not present an actual or perceived conflict of interest. The Proposer agrees that should any actual or perceived conflict of interest become known, it will immediately notify the Authority and will advise whether it will or will not avoid, mitigate, or neutralize the conflict of interest.

The Authority may make reasonable efforts to avoid, mitigate, or neutralize a conflict of interest by a Proposer. To avoid a conflict of interest by a Proposer, the Authority may utilize methods including disqualifying a Proposer from eligibility for a contract award or cancelling the contract if the conflict is discovered after a contract has been issued. The Authority may, at its sole and absolute discretion, waive any conflict of interest.

## 3 Evaluation and Selection

### 3.1 Proposal evaluation and recommendation for selection

This RFP does not commit the Authority to award a contract. Submission of a proposal shall neither obligate nor entitle a Proposer to enter into a contract with the Authority. The Authority reserves the following rights, to be exercised in the Authority's sole and absolute discretion: 1) to determine whether any aspect of a proposal satisfactorily meets the criteria established in this RFP; 2) to seek clarification or additional information from any Proposer; 3) to negotiate, sequentially or simultaneously, pricing and/or terms with any Proposer or vendor; 4) to reject any or all proposals with or without cause; 5) to waive any irregularities or informalities in a proposal; 6) to cancel or amend by addenda this RFP, in part or entirely; 7) to award multiple contracts to Proposers; and/or 8) award a contract to a vendor that did not submit a proposal.

Evaluation of proposals by a selection committee, evaluation panel, Authority staff, a technical advisory committee, or by another group, individual or entity is advisory only. The Authority Board or its designee may consider or reject such evaluation(s) for any or all proposals. Such evaluations are for the sole benefit of the Authority Board or its designee, and as such, they are not binding upon the Authority, nor may they be relied upon in any way by a Proposer.

### 3.2 Evaluation of responsiveness

The Authority will consider all the material submitted by the Proposer to determine whether the Proposer's offer is in compliance with the terms and conditions set forth in this RFP. Proposals that do not comply with the provisions in this RFP may be considered nonresponsive and may be rejected.

For avoidance of doubt, to be considered minimally responsive, Proposals must demonstrate an Eligible Activity pursuant to section 4.3 of this RFP and comply with the proposal content and format requirements imposed by Attachment 1 of this RFP.

### 3.3 Evaluation of responsibility

To determine whether a Proposer is responsible, the Authority will consider the Proposer's general qualifications to perform the requested services in a satisfactory manner; financial responsibility; integrity; skill; and ability.

Factors considered by the Authority may include, but are not limited to, Proposer's past performance on previous projects; the Proposer's technical capabilities; individual qualifications of Proposer's key personnel; and the Proposer's financial ability to perform on the contract. Proposals from Proposers considered non-responsible will be rejected.

### 3.4 Evaluation panel and evaluation criteria

After review of each responsive proposal, the Authority may immediately award a contract to a successful Proposer based on the evaluation criteria, or it may establish a short list of Proposers for further consideration. The short list of Proposers may be asked to provide additional information, including but not limited to two years of audited financial statements. The short list of Proposers may also be asked to attend an in-person or virtual interview/presentation, as determined by the Authority in its sole discretion.

Evaluation criteria shall include the following:



1. Alignment with County-identified population need:
  - a. Project creates supportive housing units that address an identified housing gap which would not be addressed without this program for:
    - i. Top priority: the three focus population groups for 2023 (Attachment 2), or
    - ii. Secondary priority: Supportive Housing Strategy priority population groups targeted in prior year RFPs (Attachment 3)
2. Vendor qualifications and experience, as described below in section 4.5.
3. Project feasibility and cost reasonableness:
  - a. Proposal demonstrates a realistic schedule for implementation and ability to deliver the project in a timely manner
  - b. Extent to which project will leverage non-Authority funding, as demonstrated by financing commitments or anticipated financing sources
  - c. Extent to which project demonstrates leverage of all possible operation and services funding and has long-term commitments for such funding necessary to sustain the project or the likelihood of obtaining such commitments
  - d. Extent to which project's capital and operating costs for the project are reasonable and demonstrate value to the Authority
4. Anticipated impact on service outcomes:
  - a. Extent to which the project will increase opportunities for the Authority's priority population of residents to access and benefit from services
  - b. Extent to which the new housing units will support greater stability and well-being for tenants
5. Alignment with county-identified housing priorities:
  - a. Integration with the broader community, geographic distribution, and least restrictive settings
  - b. Tenant selection criteria without disparate impact on people of color or people with extremely low incomes
  - c. Low-barrier tenancy requirements (using Housing First and Harm Reduction approaches)
  - d. Culturally responsive practices for underserved cultural groups
  - e. Creates more accessible units than the minimum required by Section 504: 10% of units in a project are accessible for physical disability, and an additional 2% are accessible for people with hearing or visual impairments.
  - f. Minimizes the involuntary displacement of Black, Indigenous and people of color, and vulnerable populations such as low-income households, immigrants, the elderly, and people with disabilities.
6. Quality of Proposal, including without limitation:
  - a. Demonstrated understanding of the scope of services
  - b. Compliance with proposal format & content
  - c. Clarity and thoroughness of Proposal
  - d. Preparedness for interview/presentation (if applicable)

The Authority will consider the trade-off between funding amount requested and the other evaluation criteria in determining which proposals are most advantageous to the Authority.

### **3.5 Execution of contract**

Before a contract becomes effective between the Authority and any Proposer, the contract award must be ratified and signed by the Authority Board or its designee. If for any reason the Authority Board or its designee does not ratify and sign the contract, then there are no binding obligations whatsoever between the Authority and the Proposer relative to the proposed contract.

The Authority reserves the right to cancel a funding commitment if the project is not proceeding according to the timeline submitted in the application. An executed Loan Agreement is the final commitment and will be required prior to disbursement of funds.

## 4 Scope of Services

### 4.1 Background

This RFP seeks proposals from supportive housing development teams (i.e. partnerships between developers, service providers, and/or property managers) for capital assistance to develop housing meeting the need and preferences of three specific priority population groups, as well as other priority population groups, defined in this document. Additional funding for services and building operations may also be available from Hennepin County at a later time for projects awarded this capital assistance.

**Hennepin County's Supportive Housing Strategy:** In late 2018, the Hennepin County Housing and Redevelopment Authority (HRA) established the Supportive Housing Strategy to finance the development of supportive housing projects for the Authority's priority population of residents. Creating this strategy was the first step in intentionally expanding our supportive housing system for residents with the greatest needs. The Supportive Housing Strategy will increase housing choices for those residents, reduce strains on other systems, allow the Authority to recruit and partner with supportive housing developers and providers, and expedite projects that meet Authority goals through early-in funding.

**Supportive housing:** Supportive housing is affordable housing linked with social services tailored to the needs of the population being housed. The goal of supportive housing is to provide affordable housing with access to an array of services designed to foster housing stability and improve health and quality of life for the population to be served. The Authority's Supportive Housing Strategy can support projects varying from conversion of existing buildings to new construction, from specialized single-site settings to units intentionally integrated within a larger mixed-population project. Projects will vary to meet the variety of unique and often specialized needs of the priority populations.

**Priority populations:** The Authority's priority population of residents are those for whom housing instability leads to the worst health and safety concerns. These residents have incomes at or below 30% of the area median income, and also have a combination of a need for significant assistance to live independently, a disabling condition increasing health and safety risks if unhoused, and/or no other access to existing supportive services. In February 2018, County staff identified approximately 3,100 residents meeting these criteria. Those 3,100 residents included groups such as youth in and leaving extended foster care, people with complex medical conditions and currently homeless, families involved or at risk of involvement with Child Protection, and people experiencing chronic homelessness.

This RFP is focused on three specific and interrelated populations, as well as other priority population groups, defined in this document. Additional RFPs for other population groups identified by the Authority are contingent on continuation and growth of the Supportive Housing Strategy in future budget years.

**Housing preferences:** The Authority seeks to create housing that meets the housing needs and preferences of the specific target population. The housing preferences in Attachments 2 and 3 were developed by County Human Services staff working closely with the target populations and service providers, in partnership with County Housing & Economic Development housing finance staff.

## 4.2 Target population

The Supportive Housing Strategy focuses on specific population groups every year. This 2023 RFP prioritizes projects with units designed and set aside for the following priority population groups:

- People with severe substance use disorder(s)
- People with mental illness leaving treatment
- People with a disability and a requirement to register as a predatory offender, specifically a Level 3 designation

Find a full descriptions of these three separate but interrelated 2023 priority population groups, and their housing needs and preferences, in Attachment 2.

Projects designed and set aside for priority population groups targeted in prior years are also eligible for Supportive Housing Capital funding. Prior year priority populations are:

- People experiencing chronic homelessness
- Families involved with child protection/child welfare systems
- Youth with the following experiences:
  - o Youth in and leaving extended foster care
  - o Unaccompanied minors
  - o Youth experiencing sexual exploitation
  - o Youth with neurodiverse conditions

Find full descriptions of the priority population groups from prior years, and their housing needs and preferences, in Attachment 3.

## 4.3 Eligible activities

- Acquisition of property
- Construction
- Moderate or substantial rehabilitation
- Site improvements
- Reasonable and necessary expenses related to the development of affordable, supportive housing serving target populations identified in 4.2.

## 4.4 Expected outcomes

For all tenants from the priority population group(s)

- at least 75% maintain tenancy at the project 12 months after entry
- at least 80% exit to other permanent housing

For the chronic homeless population:

- HMIS data will be entered in accordance with local HMIS data quality policies, per the community's Data Quality Plan

## 4.5 Vendor qualifications and experience

The supportive housing development team (i.e. partnerships between developers, service providers, and/or property managers) should be able to demonstrate a collective track record of:

- Providing supportive services in site-based settings to sustain residents in housing
- Adherence to [Harm Reduction](#) principles:
  - Service provider and property manager have high tolerance for needs of people in recovery; do not automatically discharge tenants for lease violations or behaviors and are willing to work with residents through those issues.
  - Low-barrier screening criteria that accommodates target population's high rates of criminal backgrounds, limited income, and negative housing histories
  - Low threshold, high tolerance
- Adherence to SAMHSA Permanent Supportive Housing evidence-based practices:
  - Choice in housing and living Arrangements
  - Functional separation of housing and services
  - Decent, safe and affordable Housing
  - Housing integration
  - Rights of tenancy
  - Access to housing
  - Flexible, voluntary services
- Experience with housing the target population
- Good relationships with community partners that also serve this population
- Experience applying for and managing Federal and/or State and/or local funding for housing operations and support services.
- Qualified and skilled in person-centered thinking and recovery-oriented practice
- Demonstrated practice of giving "voice and choice" to people with lived experience in developing and implementing service programs/models

## 4.6 Program requirements

### Supportive housing units

The loan agreement and a Declaration of Covenants and Restrictions filed against the property will reflect the below requirements for a period of 30 years or more:

- Vacancies in all units funded with Supportive Housing Capital will be filled by the County, following an agreed-upon referral process.
- Supportive housing units must be affordable to households with incomes below 30% of the area median income (AMI) as established by the U.S. Department of Housing and Urban Development (HUD). The most current were issued by HUD in April 2022: the maximum income to qualify as 30% AMI in Hennepin County is \$24,650 for a one-person household, \$35,200 for a four-person household.
- Gross rents for supportive housing units are based on a household paying no more than 30 percent of gross income for gross housing costs, including tenant paid utility costs. This can be accomplished by low rents, or through a rental assistance program.
- Supportive housing tenants will sign a written lease that provides a minimum 30-day period of notification for termination of tenancy.

### Fair Housing

The Fair Housing Act prohibits discrimination in all housing related transactions based on race, color, religion, national origin, sex, familial status and disability. Projects shall comply with all federal laws, executive orders, and

implementing rules and regulations. Projects shall also comply with Minnesota law and local city ordinances regarding fair housing and human rights.

#### **Section 504**

Section 504 of the Rehabilitation Act of 1973 prohibits discrimination based on disability and requires equal opportunity housing. Section 504 requires that five percent (rounded up) of all new and rehabilitated units must be fully accessible for people with mobility impairments (physical handicaps) and that an additional two percent (rounded up) of all new units must be fully accessible for sensory (hearing or vision) impairments. The accessibility must meet the Uniform Federal Accessibility Standards (UFAS).

Additional requirements apply to the common areas. These requirements state that all ground floor units must be accessible in buildings with no elevator, when feasible, if built prior to March 13, 1991. For buildings with elevators, all units must be accessible.

Section 504 requires that reasonable accommodations be made in rules, policies, practices, services and reasonable structural modifications.

#### **Anti-Discrimination**

In accordance with the Authority's policies against discrimination, no person shall be excluded from full employment rights or participation in or the benefits of any program, service, or activity on the grounds of race, color, creed, religion, age, sex, disability, marital status, sexual orientation, public assistance status, or national origin; and no person who is protected by applicable federal or state laws, rules, or regulations against discrimination shall be otherwise subjected to discrimination.

#### **Affirmative Action**

Projects shall comply with all applicable local rules and regulations for affirmative action. Where federal, state, and/or local policies and requirements for affirmative action and equal employment opportunity differ, the most restrictive policies and requirements shall apply. However, applicant shall provide any reports or other documentation required by each jurisdiction in order to demonstrate compliance with applicable laws, ordinances, and regulations.

#### **Construction and demolition reuse and recycling policy**

All non-hazardous building material generated during the project should be sorted by material type for recycling or, if collected as mixed waste, sent to a facility that achieves a minimum 60% recycling rate. If sorting by material type, at a minimum, the following materials should be separated for recycling: concrete, metals, untreated wood, and roofing material. Removal of building materials for reuse is encouraged where feasible. New construction, renovation, rehabilitation, and remodeling projects are encouraged to incorporate reused and recycled content building materials in their designs. Special construction waste recycling rates for Authority-funded projects may be available to projects selected for funding via this RFP.

#### **Relocation**

Any activities that could result in temporary or permanent displacement and the relocation of tenants will require the creation of a relocation plan.

#### **Displacement**

As a large urban county, Hennepin County recognizes that many of our residents are impacted by systemic racism and don't have the same opportunities to grow and thrive as others in our population. For these residents, their quality of life is impacted, and the likelihood of a shorter lifespan is greater. Projects must minimize the involuntary displacement of Black, Indigenous and people of color (BIPOC), and vulnerable populations such as low-income households, immigrants, the elderly, and people with disabilities.

### **Municipal Support**

Projects must demonstrate community support. An authorizing council resolution from the municipality will be required following the funding award and prior to disbursement. It is recommended that the developer work with city staff prior to the submission of the application.

### **Rental Compliance Reporting/Program Monitoring**

Annual reporting during the affordability period is required. This may include, but is not limited to, rent rolls, verifications of household income, household data, rent schedule, operating budget, and financial audits. The Authority has the right to review any and all procedures, including property management agreements, and all materials, notices, documents, etc., prepared for the implementation of the project. Fees may apply for compliance management.

## **4.7 Financing Terms and Contractual Requirements**

If awarded, successful proposers will work with Hennepin County Housing and Economic Development staff in the development of a contract. Successful rental projects are typically awarded financial assistance in the form of a deferred 30+ year loan. Financing terms will be determined by Hennepin Authority staff based on the project's development and operating budget and ability for repayment.

Loans will require full repayment of principal, (and interest, if applicable). Loans must be repaid at the point of loan maturity, sale of the property, or if the project does not meet the terms and conditions of the contractual agreement.

In addition to program requirements, documentation requirements prior to signing of contract include but are not limited to: Lender's Title Policy; American Land Title Association (ALTA) survey; a Legal Opinion Letter; agreement to defend, indemnify and hold the Authority harmless from any and all claims or lawsuits that may arise from the funded activities; agreement to provide evidence of insurance for general liability, builder's risk, and worker's compensation in form and content satisfactory to the Authority; and documentation of rental assistance and service funding, as applicable.

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# Attachment 1: Proposal Format and Content

## 1.1 Proposal format

Applications should be submitted in the form of a PDF and/or Microsoft Excel documents uploaded to the Hennepin County Supplier Portal.

## 1.2 Proposal content

Your responses to sections 1.3 (organization overview) through 1.7 (budget narrative) will make up your proposal narrative. Please use the section headings listed below to add structure to your proposal narrative. Additional supporting documents are requested at Section 1.8. A complete proposal must include a proposal narrative and the additional supporting documents.

### 1.3 Organization overview (1 page or less)

- All proposals must indicate the service provider to be eligible for consideration. If already determined, also indicate the project developer, project architect, project general contractor, and property manager.
- For all selected team members, provide the following:
  - Project name
  - Proposer organization names
  - Contact people for proposer organizations, including names, phone numbers, and email addresses
- Briefly describe your organizations, their missions and values, types of service that they provide and housing they develop and manage, geographic area served, and community partnerships or collaborations.
- Indicate any licenses, certificates, or registrations held by your organizations that relate to the service(s) being sought in the RFP.
- Describe your organizations' qualifications and the education and experience of the staff as those qualifications relate to the housing and service(s) that are being sought (reference section 4.5 of the RFP).
- Describe your organizations' qualifications and experience with regard to pursuing and obtaining highly competitive sources of affordable housing capital funding, including 9% Low Income Housing Tax Credits, Housing Infrastructure Bonds, and public and private/philanthropic gap funding sources.
- Describe your organizations' qualifications and experience in developing, owning, and operating low-barrier, deeply affordable housing for people with a history of homelessness and/or extremely low incomes.
- Describe your organizations' policies and/or strategies to respond to and address the racial disparities in who experiences homelessness and housing instability in Hennepin County, or what policies and/or strategies you will develop for this project.
- What is your plan to ensure that program staff members receive training on cultural competence, specificity, and/or other forms of knowledge required to work with the diverse group of individuals who will receive this service?
- Describe how your organizations seek and act upon input and direction from people with lived experience of the priority population group.

## 1.4 Elements of the housing development plan

- Provide an overview of the housing you envision to serve the target population:
  - Identify which population group or groups your project intends to serve. Recognizing that individuals meeting criteria for one group may also meet criteria for another group, identify the population group, or groups, on which your proposal focuses, and discuss in your proposal the ways in which your focus populations overlap with the others.
  - Describe the approximate number of units proposed for the selected priority population, and (for proposals in which the Supportive Housing Strategy units are a subset of total units) anticipated characteristics of other, non-Supportive Housing Strategy units; i.e. 12 SHS units in a 60-unit general occupancy affordable housing project.
- Describe the property you envision.
  - If your proposal includes a specific property, describe the location and characteristics of the property, including ownership and occupancy status, and location and building amenities.
  - If the proposal does not yet include a specific property, describe how you would work with the Authority to identify a site (or sites), including the location and property characteristics that you would target.
- Describe the scope of work required to implement the housing.
  - If a property is identified, describe the scope of rehabilitation or new construction envisioned, including estimates of cost.
  - If a specific property is not yet identified, describe the characteristics of the property you plan to target, whether you envision a new construction project or acquisition/ rehabilitation, and the ideal range of unit count and development budget.
- Describe the unit rent/income mix envisioned for the project (include a detailed unit rent/income grid in the capital budget workbook per section 1.7 below).
  - What would be the mix of unit sizes?
  - What mix of rent and income limits would apply?
  - How many units would be set aside for which specific target populations in Attachments 2 and/or 3?
  - What are anticipated characteristics of other, non-Supportive Housing Strategy units?
  - How long of an affordability/compliance period do you anticipate committing to?
- Provide a timeline for completion of the housing development work, including reference to key components in the critical path (including but not limited to: Authority contract award, planning/pre-development, property acquisition/option, applications to other funders, due diligence, construction, and opening for occupancy). Describe possible challenges to adhering to the timeline.
- Assess the feasibility of the project (except with regard to financing, which is addressed below).
  - What challenges would the project need to overcome to come to fruition?
  - Include a discussion of zoning and land use entitlement feasibility and reference to any potential environmental or relocation concerns (if known).
- How does the housing you've described above align with the characteristics and identified preferences of the target populations? (For context, please refer to section 4.2 and Attachments 2 and 3 of the RFP).
  - How does it differ?
  - Where it differs or where there are competing priorities, describe your rationale for why specific characteristics were or were not incorporated in your plan.

## 1.5 Elements of the service and management plan

- Provide an overview of the service plan you envision to serve the target population.
- Describe how support services will be provided to tenants by the primary service provider.



- What will service delivery look like from the time they enter your program and at the various important steps along the way?
- Where and when will services be available?
- How long will people receive this service? Is it time-limited?
- Which staff members will be responsible for what elements of service?
- How will you engage and bring households into your program following referral from the county?
- How will house rules (or program rules) support tenants' ability to live independently, with maximum personal choice? Specifically describe anticipated curfew and guest policies.
- Describe your tenant selection criteria and plan (may attach an existing tenant selection plan from a similar program).
  - What characteristics will automatically disqualify tenants?
  - What will be the appeal process for any denied applicants?
- How will you recognize who needs what sorts of assistance and how will you tailor your intervention to meet those varying needs?
- Explain how you anticipate connecting people served by the program to resources in the community that they will be able to access during or following the end of service delivery.
- Describe how your service model is informed by and addresses the racial disparities that exist in the target population?
- If your program isn't a good fit for someone receiving services, how will you determine that they aren't a good fit? How will their transition from the services look?
- What is your process for addressing lease violations? What steps is your organization taking to reduce the risk of lease termination?
- What are your lease termination procedures? Where will they go following their departure?
- Describe the roles and relationship between the developer, owner, property manager, and service provider(s) as it related to service delivery. Describe how you have delivered similar services and/or previously managed similar properties in the past.
- What funding sources will you use to fund services and/or front desk staffing? What is your experience administering these services? (note that detailed support services budget form is requested at 1.8 below)
- Describe any unique or innovative aspects of your service.
- How will you respond to individuals for whom English is not a native language?

## 1.6 Outcomes and data collection

- How will you collect data to show the impact of your program?
- How will you use data to improve your services?
- Are there other outcomes or indicators that you intend to incorporate into your service delivery?
- Do you have a systematic plan to identify and address disparities in outcomes?

## 1.7 Budget narrative

- Proposals are not required to have other capital funding committed prior to applying for Supportive Housing Strategy capital dollars. However, proposals should describe the financing plan envisioned to implement the housing development.
  - What is the estimated total development cost, and what primary and gap financing sources do you envision being good sources to finance the project?
  - Based on previous experience and identified scoring criteria, how well would the project compete for the required sources of funding?

- What sources of rent subsidy do you anticipate utilizing to support project feasibility, and what is the availability of those sources? (note- detailed capital budget workbook is requested in section 1.8 below)
- What amount and terms of Authority financing for capital is needed to implement the project?
  - Include estimates of the amount of Authority capital funding requested, the preferred financing terms, and ideal timing for disbursement of Authority funding.
  - Include a description of how the amount, terms, and timing of Authority capital funding would influence the project's feasibility and competitiveness for other funding sources.
- What are likely sources of funding for services and front desk staffing? Are these sources committed? What is your experience in attaining these sources? What amount of County support do you anticipate needing to fully fund your service plan? (note- detailed support services budget workbook is requested in section 1.8 below)
- Identify exceptions and/or alternatives to any program requirements (RFP Section 4.6) and financing terms (RFP Section 4.7).

## 1.8 Additional documentation

The following documents have been requested to further illustrate the services being proposed. Please include these documents with each copy of your submission.

- Work plan with timeline (template posted in supplier portal, but may use alternate format)
- Development team qualifications (may use [MHFA Development Team Qualification Forms](#), or alternate format)
- Capital budget workbook – Minnesota Housing's Multifamily Workbook Format. Download the latest version from Minnesota Housing's website at [2022 Consolidated RFP/2023 Housing Tax Credits Round 1 Application Resources and Materials \(mnhousing.gov\)](#) under "Common Application Forms".
- Support services budget workbook (template posted in supplier portal)

# Attachment 2: 2023 Supportive Housing Strategy

## focus population groups

The 2023 Supportive Housing RFP prioritizes projects that create supportive housing units that address an identified housing gap for the 2023 priority population groups, defined below, which would not be addressed without this program.

As funds allow after proposals serving the 2023 priority population groups are selected, projects which create supportive housing units that address an identified housing gap for priority population groups defined in prior Supportive Housing RFPs, defined in Attachment 3, will be eligible for funding.

## People with a Disability and a requirement to register as a predatory offender, specifically a Level 3 designation

**Definition:** Single adults with a disability diagnosis and designated as a Level 3 required to register as a predatory offender, OR a client with Predatory Offender Registration (POR) requirements and on probation/parole supervision.

### Population overview

Approximately 100 people in Hennepin County are both disabled and meet the Level 3 Predatory Offender/POR requirements. These individuals are almost all men (99%). People of color are highly disproportionately represented in this group: 62% are Black or African American, and 4% are American Indian (compared to 13.3% and 0.6% of the general population, respectively.) The age range of this group is from 26 to 73 years. Over half of people with a disability and a level 3 designation receive Social Security ('SSI') or general assistance ('GA'), approximately 15% of this group utilizes Housing Support (formerly GRH).

Criminal history and residential restrictions make housing extremely difficult to find, even for those who have income and can afford housing. For those who are disabled and living on limited incomes, housing is even more difficult. Most housing properties, even those that allow Housing Support, ban level 3 offenders. Seven percent of this population is currently experiencing homelessness, and 33% are currently living in a facility.

Creating housing for people with disabilities and a Level 3 designation will make a significant impact on both the individual and the larger system, including:

- Reducing homelessness;
- Reducing parole violations that result from lack of stable housing;
- Reduce probation/parole violations resulting in other criminal behavior due to homelessness;
- Increase ability to address substance use disorders and mental illness;  
Increases residents' success at work and in other important areas of life; and
- Frees up County resources to support other needs

### Characteristics of housing needed

<b>Building types</b>	Preferred is a supportive housing property dedicated to this population Should not mix with family housing
<b>Unit size / type</b>	Studio/efficiency apartments or 1-bedrooms
<b>Amenities</b>	Offices for supportive service providers Community room / meeting room
<b>Marketing, tenant selection</b>	All vacancies will be filled by County staff Tenant selection process should accommodate the target population's high rates of criminal backgrounds, limited income, and negative housing histories. Tenant selection processes should allow for appeals, or consideration on case-by-case basis, and should follow <a href="#">Minneapolis's proposed tenant screening criteria</a>
<b>Leasing</b>	Standard written, individual leases with a minimum 30-day period of notification for termination of tenancy.
<b>Security</b>	Tailored to the unique needs of the target population
<b>Geographic location</b>	In Minneapolis or outlying suburbs Location within ½ mile of high frequency transit service is preferred.
<b>Services</b>	Providers should have experience (or intend to gain experience) in use of MSA and Medicaid to support the disabilities of this population Hennepin County Staff (Corrections team) have expertise in tenancy support and successful supervision of clients and will work with the housing provider team.

## People with Severe Substance Use Disorders

**Definition:** Single adults with severe addictions, as identified by County-operated and contracted case managers utilizing the ASAM assessment (<https://www.asam.org/asam-criteria/about-the-asam-criteria>).

### Population overview

Approximately 1,000 individuals are admitted to withdrawal management services (formerly known as detoxification services or "detox") at County-funded behavioral health centers (primarily at the 1800 Chicago site) every year. One indicator of a severe addiction may include frequent admissions to withdrawal management services. For example, in Hennepin County, around 130 individuals had more than 5 stays at Withdrawal Management in 2022. These individuals are most commonly single men (98%) experiencing homelessness (71%). People of color are disproportionately represented in this group: 38% are Black or African American, and 8.2% are American Indian (compared to 13.3% and 0.6% of the general population, respectively).

Residents with severe addictions have extremely low incomes, almost universally under \$14,000 in annual income, in addition to poor criminal and housing histories. These factors, combined with their addictions, makes maintaining independent stable housing difficult without treatment and supportive services. Experience utilizing evidence-based practices – such as Housing First and person centered thinking– are critical to best serve this population.

Housing people with severe addictions makes a significant impact on both the individual and the larger system, including:

- Facilitates access to treatment and other needed health care/social services

- Leads to reduced use of withdrawal management services, emergency department admissions, and other crisis services
- Frees up County resources to support other needs

### Characteristics of housing needed

The Authority is seeking housing that matches the continuum of health and healing for people with Severe Substance Use Disorders. This includes abstinence/sober housing, housing that supports people who are in recovery, and housing first (no consumption of illicit substances on site.) For this RFP in particular, the Authority is seeking housing first models.

The Authority is seeking dedicated service-intensive Recovery Housing projects. Preferred projects will meet Level III or IV Recovery Housing as defined in this Recovery Housing Best Practices overview from the Substance Abuse and Mental Health Services Administration (SAMHSA): <https://www.samhsa.gov/sites/default/files/housing-best-practices-100819.pdf>.

The Authority is seeking proposals for supportive housing that recognizes the humanity and assets of each individual, and is ready to house people who may demonstrate the full range of behavior that is possible in a population living with Substance Use Disorder.

<b>Building types</b>	Housing projects 100% designated to the population No larger than 50 units
<b>Unit size / type</b>	Single-room occupancy, with private bathrooms (shared kitchens are acceptable), or Efficiency/studio apartments
<b>Amenities</b>	Community space, possibly with a shared kitchen Office space for on-site services
<b>Marketing, tenant selection</b>	All vacancies will be filled by County staff, possibly via County-funded behavioral health centers Tenant selection process should accommodate the target population’s high rates of criminal backgrounds, limited income, and negative housing histories. Tenant selection processes should allow for appeals, or consideration on case-by-case basis, and should follow <a href="#">Minneapolis’s proposed tenant screening criteria</a>
<b>Leasing</b>	Person-centered and harm-reduction oriented property management approach Standard written, individual leases with a minimum 30-day period of notification for termination of tenancy. Standard leases that allow guests (e.g., can restrict the # of continuous days or days per month that guests are present so that residents are not doubling up, could have some restrictions on the comings/goings of guests or guest visitors within reasonable limits.)
<b>Security</b>	Tailored to the unique needs of the target population
<b>Geographic location</b>	Location within ½ mile of high frequency transit service is preferred.
<b>Services</b>	On-site staff front desk and case management staff Capacity to administer Narcan (medication used for the emergency treatment of known or suspected opioid overdose.) Nondiscrimination policies and ability to monitor Medication-Assisted Treatment such as Methadone, Suboxone, Vivitrol, etc. on site.

Ability to coordinate medical and other support services within the health care system.
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## Adults Leaving Mental Health Treatment

**Definition:** Individuals served by County-operated or contracted programs that serve people with serious and persistent mental illnesses.

### Population overview

Approximately 700 individuals every year exit mental health treatment facilities, are at risk of readmission, and lack permanent housing. Common barriers to obtaining housing include severe psychiatric disabilities, insufficient resources, criminal histories, and homelessness. It is estimated that between half and two thirds of people with serious mental illness also have a substance use disorder. People of color are disproportionately represented in this group: 36% are Black or African American, and 5% are American Indian (compared to 13.3% and .6% of the general population, respectively).

Residents with serious and persistent mental illness have extremely low incomes, almost universally under \$14,000 in annual income, in addition to criminal backgrounds and poor housing histories. These factors, combined with their mental illness, make obtaining and maintaining independent stable housing difficult without treatment and supportive services.

Providing stable and supportive housing for people with serious and persistent mental illness makes a significant impact on both the individual and the larger system, including:

- Facilitating access to treatment and other needed health care/social services
- Decreasing use of emergency department, hospital stays, and other crisis services
- Reducing the bottleneck to the system that occurs with extended hospitalizations due to housing instability, and
- Diverting individuals from the civil commitment process.

### Characteristics of housing needed

The Authority is seeking housing that promotes recovery, stability, and community inclusion for individuals with serious and persistent mental illness. The housing units must provide recovery-oriented services that include assessment, person-centered planning, care coordination and intervention and other supports.

<b>Building types</b>	Housing projects 100% designated to the population or with a set-aside of units designated for the population No larger than 60 units
<b>Unit size / type</b>	Single-room occupancy (with shared bathrooms or kitchens) Efficiency/studio apartments
<b>Amenities</b>	Community space, possibly with a shared kitchen Office space for on-site services
<b>Marketing, tenant selection</b>	All vacancies will be filled through a referral process administered jointly by the service provider and housing provider, and designees of Hennepin County Human Services – Behavioral Health. Referrals will come from Behavioral Health programs that support this population.

	Tenant eligibility criteria must accommodate the population’s high rates of criminal backgrounds, limited income, and negative housing histories. Tenant selection processes should follow <a href="#">Minneapolis’s Proposed Tenant Screening Criteria</a> .
<b>Leasing</b>	Standard written, individual leases (i.e. no curfews, standard visitor policies) with a minimum 30-day period of notification for termination of tenancy. Person-centered and harm-reduction oriented property management approach
<b>Security</b>	Tailored to the unique needs of the target population
<b>Geographic location</b>	Location within ½ mile of high frequency transit service is preferred.
<b>Services</b>	On-site staff front desk (optional) Ability to access and coordinate medical and other support services within the health care system.

# Attachment 3: Priority population groups targeted in earlier Supportive Housing RFPs

The 2023 Supportive Housing RFP prioritizes projects that create supportive housing units that address an identified housing gap for the 2023 priority population groups defined in Attachment 2, which would not be addressed without this program.

As funds allow after proposals serving the 2023 priority population groups defined in Attachment 2 are selected, projects which create supportive housing units that address an identified housing gap for priority population groups defined in prior Supportive Housing RFPs, as identified in this Attachment 3, will be eligible for funding.

## Families Involved with Child Welfare

**Definition:** Families involved with or at risk of involvement with Child Protection and who are experiencing homelessness or housing instability, specifically families:

- With an open child welfare case in the last 6 months
- Involved in an intake report where there is a risk of involvement in child protection and housing is an issue
- Homeless or in unstable housing including doubled-up, couch hopping, hotel, currently unsheltered (vehicle, street, light rail, bus etc.), homeless shelter, domestic violence shelter, exiting from treatment or jail.

### **Population overview:**

The relationship between housing instability, child welfare involvement, and overall well-being for children and youth is well documented. Lack of stable housing is often a precipitating factor for a family's involvement with the child welfare system, a significant barrier to ending a family's involvement, and a threat to child well-being. In Hennepin County in 2019, nearly half (44.8%) of the families who were in emergency shelter also had a report to child protection. Additionally, homelessness and/or lack of stable housing are the most frequently cited barrier to reunification for families where children have been placed in out-of-home care. Housing instability and subsequent frequent moves among child welfare-involved children and youth disrupts key developmental and learning processes, and undermines the basic skills necessary to succeed in school and in adulthood. In Hennepin County in 2018, 65.5% of youth in foster care aged out of care. These children are at a drastically increased risk of experiencing high rates of homelessness and housing instability. Children in foster care often do not graduate from high school; have greater rates of adolescent pregnancy and homelessness than their peers, and frequently suffer from substance use disorders and mental illness. Stress experienced early in life has a powerful impact on long term health outcomes and future systems involvement of adults, and homelessness and family separation are some of the most traumatic events a child can experience. National data indicates 40% of adults currently experiencing chronic homelessness were once in foster care.



## Characteristics of housing needed

**Keeping Families Together:** Keeping Families Together (KFT) is a two-generation approach to supportive housing for families with children who are at risk of recurring involvement in the child welfare system. It integrates supportive services and affordable housing for families with a focus on ensuring they are safely and permanently unified or reunified and stabilized. By providing an affordable home and essential supports to families, this approach shows real promise in maintaining and reuniting children with their families in a safe environment while reducing costs. The services accessed through supportive housing help parents struggling with overwhelming poverty and multi-systems involvement improve their lives and family stability.

In recent years, with increased attention on two-generational approaches to child and family well-being, preventative services, and the importance of protective factors, child welfare agencies are gaining a greater understanding about the critical role housing plays in ensuring stability and well-being. Greater emphasis is now placed on housing, as it is often a necessary precondition for physical and mental health, recovery from addiction, educational success and strong parent-child relationships. While housing circumstances are becoming increasingly recognized as an important determinant of overall individual and community health, housing solutions have not yet been brought to scale for families due to limited resources, disparate systems and overwhelming need. Keeping Families Together combines affordable housing with holistic, trauma-informed services to strengthen families with child welfare involvement to end the cycle of child neglect and housing instability, resulting in a new generation of young people living more stable, productive lives.

The Authority seeks dedicated service-intensive projects with progressive pathways into mainstream housing, as well as set-aside units intentionally integrated within mixed-income buildings.

Due to the complexities of serving this population, evidence-based practices – such as Housing First, progressive engagement, person centered thinking and long-term engagement strategies – are critical in order to best serve this population. Families at the intersection of child welfare, homelessness and housing instability are strengthened through a two-generation approach (see “Keeping Families Together” insert).

<b>Building types</b>	Scattered sites integrated in a residential community Fourplex or townhome-style developments of 4-10 units Units set aside in a larger mixed-income building no larger than 60 units
<b>Unit size / type</b>	Family-sized units with 3 to 5 bedrooms, with a mix of unit sizes within each project
<b>Amenities</b>	Community space, children and teenager space Indoor and outdoor play areas Flexible day care options on site Office space for on-site services and/or community providers Easy-to-clean surfaces and flooring materials Ample storage space, large closets, kitchen cabinet space and large fridges
<b>Marketing, tenant selection</b>	All vacancies will be filled through referrals from the <u>Coordinated Entry System, Parent Support Outreach Program (PSOP), and Child welfare and child protection staff and supervisors.</u> <u>Eligibility of all referrals will be confirmed by Child Welfare and Child Protection.</u> Tenant selection must use a low-barrier, Housing First approach with flexibility around rental history, credit history, and criminal history factors, with appeal process allowing

	for explanation of progress or mitigating factors. Tenant selection processes should follow <a href="#">Minneapolis's Proposed Tenant Screening Criteria</a>
<b>Leasing</b>	Standard individual leases (i.e. no curfews, standard visitor policies) Flexibility to include supportive adults on lease who support the family and to remove adults as necessary Pets allowed, non-smoking rooms Person-centered and harm-reduction oriented property management approach (vetted reputation and familiar with population) Property manager collaborates with tenants and service provider on eviction prevention plan when necessary
<b>Security</b>	Secured entry buildings and camera security Key fob system and/or video doorbell system Overnight staffing or on-call for dedicated building type
<b>Geographic location</b>	Integrated in a residential community Near high frequency transit lines Near accessible services and community resources such as grocery stores, schools, playgrounds, daycare services, community-based services and children's programs Quiet and safe neighborhoods with parks nearby
<b>Services</b>	On-site case management and clinical support for case managers 2 Gen, whole-family wrap around services that incorporates Housing First and a trauma informed approach On-site parent support groups and groups for children and teens On-site or on-call pediatric nurses Nearby behavioral health services for parents and children Flexible day care options on site or nearby Tenant advisory group Youth focused activities and support Food resources on site or nearby Resource referral: employment services, health care and insurance, benefits, treatment and food pantry, finances/credit/budgeting classes housing related services (maintaining a home), homemaking semi-independent living skills services.

## People Experiencing Chronic Homelessness

**Definition:** A person with a disability who has been staying in shelters or places not meant for human habitation for 12 months, either consecutively or cumulatively (cumulative must consist of four episodes within the past three years that add up to 12 months) (Department of Housing and Urban Development (HUD))

### Population overview:

Beginning in June, 2017 Hennepin County began targeting this population, engaging with community partners and employing best practices including a by-name list and data tools and tracking. Since that time, over 1,000 people who were experiencing chronic homelessness have been moved into housing (with a 94% retention rate). Even with these positive housing outcomes, the County knows of more than 300 people experiencing chronic homelessness in Hennepin County, and there is a steady inflow of people who newly meet the HUD definition on a monthly basis. Housing people experiencing chronic homelessness makes a significant impact on both the individual and the larger homeless response system as moving out long-term shelter stayers makes space for people new to shelter.

People of color disproportionately experience chronic homelessness. Of those currently experiencing chronic homelessness in Hennepin, 46% identify as African American, 38% White, 13% American Indian, 10% Hispanic, and 2% Asian. As such, African Americans are over-represented – compared to the general population of Hennepin – at a rate of almost 4:1. Native Americans are over-represented at a rate close to 13:1. Further, people of color are significantly more likely to exit programs back to homelessness. A recently completed study of Hennepin’s Homeless Management Information System data found that African Americans were 59% more likely to return to homelessness after leaving a homeless program than their white equivalents, and Native Americans were more than twice as likely to do so.

In Hennepin County, the typical composition of a chronically homeless household is one male, however some people prefer a roommate. Most have general assistance (\$203/month), some have disability benefits (\$791/month), and few have earned income. They tend to be hard to engage, have high behavioral and health needs and have significant housing barriers (i.e. criminal history and negative housing history). Due to these higher barriers and needs, serving people who are experiencing chronic homelessness is a skill that is honed by agencies and professionals over time.

### Characteristics of housing needed

The Authority seeks dedicated service-intensive projects with progressive pathways into mainstream housing, as well as set-aside units intentionally integrated within mixed-income buildings.

Due to the high barriers and needs of people experiencing chronic homelessness, evidence-based practices – such as Housing First, progressive engagement, person centered thinking and long-term engagement strategies – are critical in order to best serve this population.

<b>Building types</b>	Dedicated medium-sized building(s) (i.e. 20 units) for people needing more intensive support Larger mixed-income building(s) (i.e. 50-100 units) with 20-30 units set-aside for the target population
<b>Unit size / type</b>	One-bedrooms and/or studios (minimum 400 sq. ft.) with kitchens
<b>Amenities</b>	Community space for tenants including basic kitchen Office space for on-site services (dedicated building type only)
<b>Marketing, tenant selection</b>	All vacancies for dedicated or set-aside units will be filled through the Hennepin County Continuum of Care’s Coordinated Entry System. Tenant selection processes should follow <a href="#">Minneapolis’s proposed tenant screening criteria</a>
<b>Leasing</b>	Standard individual leases (i.e. no curfews, standard visitor policies) Pets allowed, non-smoking rooms Person-centered and harm-reduction oriented property management approach
<b>Security</b>	Secured entry buildings and camera security Overnight staffing for dedicated building type
<b>Geographic location</b>	Near high frequency transit lines
<b>Services</b>	On-site case management Resource referral: employment services, health care and insurance, benefits, meaningful daily activities and volunteer work, treatment and food shelves, housing related services (maintaining a home), Homemaking semi-independent living skills services

Results of a survey of people experiencing chronic homelessness (<https://tinyurl.com/vj2rcns>)

## Sexually Exploited Youth

**Definition:** Young people under the age of 18 who have received anything of value or the promise of anything of value (e.g. money, drugs, food, shelter, protection, status, or gang association) in exchange for sex or sexual acts, including youth who have been coerced or threatened; and aged 18-24 years old having a prostitution criminal charge in the past year (defined by the Safe Harbor Act). The police and courts refer youth to Safe Harbor West Metro Regional Navigators for shelter and housing.

### Population overview

According to the [Safe Harbor Evaluation, 2019](#) conducted through Wilder Research, 82% of Safe Harbor participants in the metro were people of color. Specifically, 38% were Black, African American or African, 18% were White, 15% were multiracial, 9% were American Indian, 9% were Asian, 4% were Central/South/Latin American, and 7% did not disclose their race/ethnicity).

Average incomes for this group are varied. Related behavioral conditions and needs often make adhering to housing rules and expectations challenging for these youth. Some of the youth have disabilities, notably cognitive disabilities or mental illness that make them vulnerable for exploitation. There is often an overlay of drug use as well. Some of the youth are minors that aren't legally able to rent an apartment. They come with complex trauma that makes it difficult for them to live independently and their vulnerabilities are often exploited. Those age 18 and older have a prostitution offense on their record which is a barrier to housing and employment.

The Safe Harbor law was recently changed to provide funding for youth age 18-24 to receive shelter, housing and services, but it is a voluntary program and the charge is not decriminalized. Trafficked young adults, while not covered under the Safe Harbor Act, have similar traumas to overcome but now have the stigma of a criminal record.

### Characteristics of housing needed

For this group, the Authority is seeking smaller housing settings that feel like "home" and that "normalize" their developmental stage. The population group requires 24/7 staffing to ensure safety and protection from prior traffickers. Harm reduction must be utilized, as rules stigmatize youth, and limit their ability to sustain their own housing in the future. A sample of services needed are included in the [NWD Hub. No Wrong Door Hub Site Final Version \(arcgis.com\)](#). Project teams should demonstrate adherence to the Nine Guiding Principles: 9-Evidence-Based-Principles-to-Help-Youth-Overcome-Homelessness-Webpublish.pdf (face2face.org).

<b>Building types</b>	4- and 6- plex buildings
<b>Unit size / type</b>	1-bedroom or efficiency (private locked bedroom)
<b>Amenities</b>	Space for support service staff Space for ad hoc shared/common meals (for teaching independence & cooking)
<b>Marketing, tenant selection</b>	All vacancies for units designated for this population will meet the definition for sexually-exploited youth above, and will be filled through referrals from Safe Harbor Regional Navigators and the Child Protection Sexually Exploited Youth unit. Eligibility of referrals will be confirmed by Child Protection. Tenant eligibility criteria must accommodate the population's high rates of criminal backgrounds, limited income, and negative housing histories. Tenant selection processes should follow <a href="#">Minneapolis's Proposed Tenant Screening Criteria</a> .

<b>Leasing</b>	Standard written, individual leases (i.e. no curfews, alcohol or smoking prohibitions, standard visitor policies) with a minimum 30-day period of notification for termination of tenancy. Person-centered and harm-reduction oriented property management approach
<b>Security</b>	Confidentiality of the location Safety protocols: gates, cameras, buzzer to be let in, etc. 24/7 supervision
<b>Geographic location</b>	Away from urban core (while supporting transportation needs) Follow vulnerability mapping completed by No Wrong Door and being updated by the Department of Human Services
<b>Services</b>	24/7 front desk services Intensive case management and trauma-informed services Behavioral support Mental health support (24/7) Independent living skills (cooking, resume building, healthy relationships) Identity exploration School on site – remote schooling Recreational space (art, music, exercise, garden) Culturally-specific resources/spaces/groups/club/organization that youth could feel a belonging to Transition to education and employment opportunities

## Unaccompanied Minors

**Definition:** Minors aged 15-18 who are accessing emergency shelter or staying outside in Hennepin County and for whom reunification failed. Minors will be referred from the Hennepin County Coordinated Entry System unless otherwise approved by Hennepin County.

### Population overview

For a small number of youth, efforts to reunite with guardians fail and it may be unsafe to return home. These youth are often screened out of traditional Child Protection Services and if placed into a traditional foster care setting, run away. They end up in homeless shelters and need assistance with housing that includes intensive wrap-around services. Not defined by a disability but many may have cognitive or mental health disabilities. An estimated 8% of unaccompanied minors were pregnant or parents, although not necessarily custodial.

The Core Report from the Homeless Management Information System shows that there were 224 single unaccompanied minors (under 18) and 7 families with the head of household under 18 that were reported to be homeless during the 2021 calendar year. This includes minors who were staying in emergency shelter, identified on the coordinated entry system priority lists, and/or served through outreach. Only 9 single unaccompanied minors, and 0 unaccompanied minors with children, were referred to homeless designated housing in 2021.

As minors, this group is unable to legally rent an apartment without a parent/guardian.

### Characteristics of housing needed

For minors that cannot reunify with family or kin, the Authority is seeking housing in buildings dedicated to unaccompanied minors. The Authority is seeking both transitional living/housing programs (time-limited) and some long-term housing (not time-limited). Project teams should demonstrate adherence to the Nine Guiding

<b>Building types</b>	Small dedicated building(s) with fewer than 15 units with a “home” feel.
<b>Unit size / type</b>	Shared living units and kitchens, individual bedrooms
<b>Amenities</b>	Shared spaces and individual accommodation should allow space for socializing Co-located services Space for shared/common meals (for teaching independence & cooking)
<b>Marketing, tenant selection</b>	All vacancies for units designated for this population will meet the definition for unaccompanied minors above, and will be filled through referrals from the Hennepin County Coordinated Entry System.
<b>Leasing</b>	Alternative leasing arrangements, such as a master lease, will be required to accommodate minors’ inability to independently sign a legal lease a unit in the State of Minnesota. Residency agreement should include curfew to follow city of location, guest policies, nights out, etc). Any agreements developed should follow any necessary Department of Human Services licensing regulations.
<b>Security</b>	Dependent upon geographic area.
<b>Geographic location</b>	Both urban and suburban, focusing on regions that currently do not have shelters and housing programs serving this population.
<b>Services</b>	24/7 staffing levels to meet licensing standards, including these services: <ul style="list-style-type: none"> <li>- Individual case planning with a housing focused lens</li> <li>- Reunification services</li> <li>- Building out natural supports in a minor’s life</li> <li>- Emphasize increasing earning capacity for youth (i.e. could be pursuing further education, increasing income, etc.).</li> <li>- Healthcare and mental health services</li> <li>- Resource and system navigation</li> <li>- Assistance accessing public benefits including food stamps and health care,</li> <li>- Independent living skills services</li> <li>- Case Management</li> </ul> Aftercare services after youth leave the building.

## Youth with Foster Care Experience

**Definition:** Youth in Extended Foster Care or youth with a Foster Youth to Independence Housing Voucher. To be eligible for the Foster Youth to Independence program (FYI) the individual must meet all of the following three components below:

1. Has attained at least 18 years and not more than 24 years of age;
2. Left foster care, or will leave foster care within 90 days, in accordance with a transition plan described in section 475(5)(H) of the Social Security Act; and
3. Is homeless, or is at risk of becoming homeless, at age 16 or older.

### Population overview

It is anticipated that there will be 160 youth with a Foster Youth to Independence housing voucher at any given point during the year.

This population is 22.5% White, 22.5% Black or African American, 21.8% multiracial, 4.9% American Indian, and 2.8% Asian. Across all races, the youth are 17.6% Hispanic.

Youth enrolled in Extended Foster Care receive \$1,093 monthly from the program. One-third of youth are completing high school or their GED, 17% are employed at least part time, 9% are enrolled in post-secondary vocational school; 3% are participating in activities to decrease barriers, and 1% document medical condition that prevents education/work.

Youth in this group are leaving a formal guardianship system and unable to rely on family of origin for support. They have little or no rental or employment history, extremely low incomes, and little to no credit score. Some are parents trying to support themselves and 1-2 children and are waiting for day care assistance, making it difficult to retain employment to ensure income. Related behavioral conditions and needs often make adhering to housing rules and expectations challenging for these youth. The housing stipend ends at age 21 leaving many at risk of homelessness at that point.

**Characteristics of housing needed**

For this group, the Authority is seeking varied housing settings that feel like “home” and that “normalize” their developmental stage. Harm reduction must be utilized, as rules stigmatize youth, and limit their ability to sustain their own housing in the future. Housing should mimic what they would experience if not touched by other programs. Project teams should demonstrate adherence to the Nine Guiding Principles: 9-Evidence-Based-Principles-to-Help-Youth-Overcome-Homelessness-Webpublish.pdf (face2face.org).

<b>Building types</b>	Units designated within mixed-population, mixed income apartment buildings (fewer than 15 target population per building) 2- to 6- unit buildings or townhomes in residential neighborhoods Large (6-8 bedroom) home with shared spaces
<b>Unit size / type</b>	Efficiencies or 1 bedrooms with private locked space Some units large enough to accommodate children
<b>Amenities</b>	Laundry in unit, trash shoot on every floor, if feasible
<b>Marketing, tenant selection</b>	All vacancies for units designated for this population will meet the definition for youth with experiences in foster care above, and will be filled through referrals from service providers providing foster youth initiative vouchers and Extended Foster Care staff and Child Protection Services. Eligibility of referrals will be confirmed by Child Welfare. Tenant eligibility criteria must accommodate the population’s high rates of criminal backgrounds, limited income, and negative housing histories. Tenant selection processes should follow <a href="#">Minneapolis’s Proposed Tenant Screening Criteria</a> .
<b>Leasing</b>	Policies to allow relationships building with guests/ friends to visit, spend the night, etc. Standard / month-to-month? Allow to continue tenancy beyond 24 years old
<b>Security</b>	
<b>Geographic location</b>	Any, public transit access essential
<b>Services</b>	Support through transitions/ cliffs in supports for the young person especially at 18 and 21.

- Independent living skills case management/life coaching to live in private market up to the age of 24. Onsite coaches/ support / mentor networks. Restoration to familial and kinship relationships.
- Provide intensive employment and educational services to help clients earn a living wage upon exit from housing supports.
- Mental health supports.
- Building a sense of common shared space. Services include conflict resolutions, share meal once a week, utilizing chore chart around cleaning. Provide rent reductions for up-keep on property and general caretaking.
- Identity exploration and trauma based services

## Youth with Neuro-Diverse Conditions

**Definition:** Persons aged 18-26 with Fetal Alcohol Syndrome Disorder (FASD), Autism spectrum disabilities, and other brain disorders that don't fall neatly into funded categories. Although youth with neuro-diverse conditions have distinct causes and effects, they share commonalities, e.g. difficulties in socializing, emotional volatility, and behavioral problems in response to stress. People are affected differently across a spectrum, some able to live and work independently with little support, others unable to live independently needing fulltime care.

### Population overview

Youth with neuro-diverse conditions utilizing Children's Mental Health Operated Case Management are typically 35% White, 34% Black or African American, 24% multi-racial, 3% American Indian, 2% other races. Thirteen percent (13%) across all races are Hispanic/Latino. Additional demographic data on individuals receiving long term services and supports can be found on [MN DHS' LTSS Demographic Dashboard](#).

The most common income source for this group is disability benefits income. In addition to low incomes, they have diverse and highly variable barriers to housing and independent living, including but not limited to: medication management, physical/ structural needs, sound/ noise variability, transportation/ accessibility to medical appointments, managing a daily schedule of responsibilities of cooking, cleaning, interacting with daily tasks, etc. They also may have barriers related to employment, transportation, and independent living skills.

Youth with neuro-diverse conditions have history or pattern of:

- absenting or service termination from accommodations
- repeat hospitalizations
- juvenile or adult correctional/ probation experience
- not meeting criteria for housing or waived services
- not qualifying for or accepted at current available settings
- disrupting setting based on behavior

Many are served by the Developmental Disabilities \*(D) or Mental Health (MH) systems but their behaviors (especially around socialization with peers, volatility quickly changing emotions) make them incompatible with DD or MH group homes. Others don't meet the definition of DD or MI but have severe learning disabilities or other cognitive disabilities that are lifelong.

### Characteristics of housing needed

The Authority is seeking smaller housing types for this population that allow creation of community, but do not feel like the group homes many of these youth grew up in. Project teams should demonstrate adherence to the Nine Guiding Principles: 9-Evidence-Based-Principles-to-Help-Youth-Overcome-Homelessness-Webpublish.pdf (face2face.org).



<b>Building types</b>	Small (4 - 20 units) Smaller mixed population setting (no resemblance to congregate housing)
<b>Unit size / type</b>	1-bedroom or efficiency (private locked bedroom)
<b>Amenities</b>	24-hour staffing (front desk) More than one community space in the building Shared spaces and individual accommodation should allow space for socializing Noise/ light/ traffic stimulus mitigation. Sensitive design could help to mitigate or not aggravate the issues by deliberately creating calming, quiet spaces. Dimmable lighting and good soundproofing could help those who are sensitive to light and noise. Staff apartment/ space, which is the hub for services, including community-based/ mobile/ co-located services Space for shared/common meals (for teaching independence & cooking)
<b>Marketing, tenant selection</b>	All vacancies for units designated for this population will meet the definition for youth with neuro-diverse conditions above, and will be filled through referrals from foster care (included extended foster care), transitional age youth corrections unit, adult behavioral health, and the Coordinated Entry System. Tenant eligibility criteria must accommodate the population's high rates of criminal backgrounds, limited income, and negative housing histories. Tenant selection processes should follow <a href="#">Minneapolis's Proposed Tenant Screening Criteria</a> .
<b>Leasing</b>	Standard written, individual leases (i.e. no curfews, standard visitor policies) with a minimum 30-day period of notification for termination of tenancy. Person-centered and harm-reduction oriented property management approach
<b>Security</b>	Tailored to the unique needs of the target population
<b>Geographic location</b>	Transportation options (without numerous bus changes or lengthy travel). Both rural/ suburban and urban options. Near local amenities such as shops, gym, library, and movie theater.
<b>Services</b>	Wraparound services accessible Mobile – community based mental health/ substance use services (esp. therapists) Medication management Co-located waiver specialists Specialized employment services Education through transitional 18-21 school supports and or accommodations at post-secondary institutions. Assistance with inter-personal relationships. Establishing safe supportive networks to build independence. i.e., leadership opportunities like a resident council.