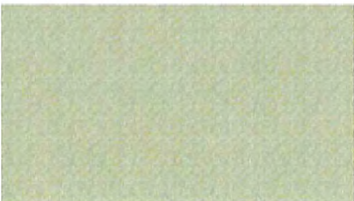


# STATEMENT OF QUALIFICATIONS FOR RFQ 2016-048

CONSTRUCTION & OPERATION OF LOW-  
BARRIER SUPPORTIVE HOUSING FACILITY  
IN THE CITY OF EVERETT



Submitted by Catholic Housing Services  
May 31, 2016



CATHOLIC COMMUNITY SERVICES  
CATHOLIC HOUSING SERVICES  
OF WESTERN WASHINGTON

## TEAM INFORMATION



Catholic Housing Services of Western Washington—Statement of Qualifications  
Section 1: Team Information

Catholic Housing Services (CHS) of Western Washington (a dba of the Archdiocesan Housing Authority) is pleased to submit our Statement of Qualifications to develop, construct and operate a low-barrier, permanent supportive housing facility in the City of Everett.

CHS was created in 1979 to provide a wide range of housing and shelter services to low-income individuals and families. In its first five years of operation, with only one employee, CHS successfully opened five HUD 202 senior housing projects. Since 1984, CHS has grown to become a multi-service agency with approximately 2,200 owned and/or managed units of low-income permanent housing in 50 properties throughout Western Washington. CHS has an annual operating budget of approximately \$24 million, over 225 employees, and more than \$250 million in assets owned and/or managed. Over the years, CHS has developed a comprehensive management program to address the complexities of serving extremely low-income households while balancing the needs of tax credit investors, public funders, and private lenders.

**CHS will serve as the project developer and management agent of the Everett Permanent Supportive Housing project and will rely on our sister agency, Catholic Community Services (CCS) of Western Washington to provide case management and other clinical services to building residents.** In addition to partnering with CCS to plan a comprehensive set of services to support the residents, CHS will look to other local organizations currently providing homeless services to offer input in the development of its supportive services model. During the development and construction phases CHS will bring together a team of architects, engineers, contractors, attorneys, and others to ensure the project's design responds to staffing and resident needs. Once selected as the project developer, CHS will engage in a procurement process that encourages competition, diversity, and WMBE participation.

Together, CCS and CHS have long histories of providing community services in Everett and greater Snohomish County. Currently CHS provides 69 units of affordable housing, including 12 units of supportive housing to homeless households, at the historic Monte Cristo Hotel in downtown Everett. CCS currently manages a scattered site supportive housing program that provides goal oriented intensive case management to maximize housing retention and self-sufficiency for pregnant & parenting women who have a history of substance abuse.

Catholic Community Services (CCS) has been providing services in the Everett community for 76 years. Although the scope of services have changed as the needs in the community changed, CCS' focus has always been on those most vulnerable and underserved. In Everett and Snohomish County, CCS currently provides the following supportive and clinical services: intensive case management, coordinated entry, children's mental health, recovery services, volunteer chore and transportation services for elders and disabled persons, and veteran's services. CCS also has numerous housing programs in Everett and Snohomish County that have demonstrated a



Monte Cristo Apartments

Catholic Housing Services of Western Washington—Statement of Qualifications  
Section 1: Team Information

successful history of providing low-barrier and Rapid Re-Housing to homeless individuals and families through case management services utilizing an individualized, needs-driven, strength-based approach, as evidenced by the 90% rate of housing stabilization across our housing programs in the region. CCS' local Supportive Housing programs consist of:

- the HIV/AIDS Housing Program, which provides permanent housing with supportive services to 72 individual living with HIV and AIDS;
- the Chronically Homeless program, which provides intensive case management and rental assistance to 107 chronically homeless households with disabling conditions such as substance use disorder, serious mental health illness, developmental disability and chronic physical illness;
- the Rapid Re-Housing, which provides case management and temporary rental assistance to homeless individuals and families, individuals recently released from care centers, youth exiting foster care, and TANF recipients to achieve housing stability; and
- the Supportive Services for Veteran Families Program, which improves housing stability through case management and housing assistance.

Both CHS and CCS have a long history of direct collaboration with Snohomish County Human Services, Building Changes, WorkSource, WDC, DSHS/CPS, Compass Health, Evergreen Manor, VOA, YWCA, Salvation Army, Red Cross, Safe Babies Safe Moms, Interfaith Shelter, Monroe Gospel Mission, Everett Gospel Mission, V.A., Domestic Violence Services, St. Vincent de Paul, Evergreen AIDS Alliance, City of Seattle, City of Everett, City of Marysville, and local community colleges. These relationships have further assisted our participants by reducing barriers to housing retention and increasing economic opportunities.

CHS and CCS are known and trusted housing and social services providers in Western Washington, with a track record of successful programmatic outcomes. By developing and operating a Permanent Supportive Housing facility in Everett, CHS hopes to further its mission of creating safe and affordable housing for people who need stability to be successful in their lives. Our programs are a place to instill hope, an opportunity to consider what other possibilities there are for a person's life. We walk with our residents, inviting them to direct their energy and gifts toward the experiences and the issues that have contributed to their life challenges, and to move to an improved and more stable living situation. This project will be an opportunity for community dialogue around homelessness and creative, cost-effective solutions. As with most of our new housing developments, we anticipate that by the time the project is open the community, social service providers and new residents will all embrace it.

Post-recession, cities and towns all over Washington have seen increases in the number of people experiencing homelessness, and as one of the few affordable housing developers that works throughout the western half of the state, we are being called upon more than ever to develop and operate housing with supportive services. Creating safety and stability for vulnerable people and building community are the heart and soul of CHS' mission. There is a clear sense in CHS that we meet the people we serve right where they are, not where we wish they were. It is this affirmation of the individual's dignity that is the basis for our work and community.

Catholic Housing Services of Western Washington—Statement of Qualifications  
Section 1: Team Information

Together CCS and CHS understand the commitment, and scope of work necessary in order to develop a successful project. Together, both agencies are fully capable of fulfilling the responsibilities outlined in this RFQ. The following Development Team Members are committed for the duration of the project:

**Catholic Housing Services of Western Washington:**

Rob Van Tassell, Vice President, CHS  
Steve Powers, NW Division Director, CHS  
Jenny Weinstein, Senior Housing Developer (Project Manager), CHS  
Leslee Humphrey, Housing Development Assistant, CHS

**Catholic Community Services of Western Washington:**

Will Rice, Regional Director  
Sarah Jayne Barrett, Director of Housing Services



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## RELEVANT DEVELOPMENT EXPERIENCE

Catholic Housing Services of Western Washington—Statement of Qualifications  
Section 2: Relevant Development Experience

CHS has substantial experience developing affordable housing in many jurisdictions throughout the state. In just the past four years, CHS has developed permanent supportive housing facilities in Tacoma, Olympia, Seattle, and Bellingham. CHS provides more than 2,200 affordable housing units in 50 program sites serving single persons, families, seniors, and persons with special physical and mental needs throughout Western Washington.

With over three decades of affordable housing development experience, CHS has utilized a wide range of funding sources, both public and private, and often patching multiple sources together for a single project. Some capital funding sources CHS has experience with include: 9% Low Income Housing Tax Credits, Tax-Exempt Bonds, Washington State Housing Trust Fund, SHB 2060 funds, Seattle Housing Levy, Bellingham Housing Levy, Federal Home Loan Bank, USDA, HUD, and many local city and county sources.

CHS has developed a robust procurement process to ensure that project consultants and sub-contractors are given equal opportunity to be selected. This process includes outreach to Women and Minority Owned Businesses and Small Businesses. As job creators, it is also important that we engage local businesses as sub-contractors and hire individuals from the area. Every development project at CHS sets diversity participation goals and tracks outcomes throughout each phase of development.

While CHS has been very successful, there have been several projects that experienced significant delays and challenges in development due to NIMBYism. CHS recognizes this goes hand-in-hand with affordable housing. In many instances, there is a public education and engagement component that must occur in conjunction with the development process, which is something CHS does well. We work with local jurisdictions and social service providers to identify potential roadblocks early on, collaboratively planning how to keep the project moving.

The project information sheets that follow demonstrate CHS' development capability and experience, while highlighting some of the challenges that were overcome during the development phase:

- Francis Place, Bellingham, WA – Opened Summer 2015
- Patrick Place, Seattle, WA – Opened Spring 2014
- Sebastian Place, Lynnwood, WA – Opening Summer 2016



# FRANCIS PLACE

Bellingham, WA



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Photo by Ewantide Photography

## At a Glance:

- ☐ 42 units – 33 studios & 9 one-bedrooms
- ☐ Formerly homeless single adults
- ☐ 30-50% AMI
- ☐ Opened in 2015
- ☐ CHS developed and manages
- ☐ CCS provides supportive services

Francis Place, located at 1122 Cornwall Avenue, is a 42-unit infill housing development constructed in Bellingham's downtown entertainment district. The \$9.9 million project provides housing with supportive services for formerly homeless adults with incomes up to 50% AMI. Twenty-two of the units target people who were chronically-homeless, while the remaining 20 units house lower barrier, single homeless adults. Additionally, with the assistance of Northwest Youth Services, 10 units are specifically set aside to house formerly homeless youth ages 18-21.

The creation of Francis Place was largely due to long-term partnerships and advocacy by several social service agencies including the Whatcom Homeless Service Center (WHSC) a program of Opportunity Council, CCS, CHS, Whatcom Counseling and Psychiatric Clinic (WCPC) and Northwest Youth Services (NWYS).

Capital funding sources included a \$8.1 million federal Low Income Housing Tax Credit (9%) investment, \$800,000 from the WA State Housing Trust Fund, and \$677,500 through the City of Bellingham Levy and HOME program. Ongoing services support comes from the City of Bellingham and Whatcom County.

Francis Place is the first Permanent Supportive Housing facility in the City of Bellingham. This project faced community challenges involving opposition from surrounding businesses and local real estate developers. Some community members disliked the location while others feared the project would hurt their business. CHS worked with neighbors, the City of Bellingham, and the Bellingham Public Development Authority to resolve neighborhood concerns while keeping the project on track. Since opening a year ago Francis Place has received many praises from those who initially opposed the project and the City has approached CHS about a second Permanent Supportive Housing development in Bellingham.



# PATRICK PLACE

Seattle, WA



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Photo by Jenny Weinstein, CHS

## At a Glance:

- ❑ 71 units – 65 studios & 6 one-bedrooms
- ❑ Single adults or couples with no children
- ❑ Below 30% AMI
- ❑ Opened in 2014
- ❑ CHS developed, owns building, and manages
- ❑ CHS and CCS provide supportive services

Patrick Place, located at 4251 Aurora Avenue North in Seattle, WA, is a 71-unit housing development that transformed the dilapidated Thunderbird motel in Seattle's Fremont neighborhood. The \$10 million project serves single adults or couples without children who were homeless with incomes at or below 30% AMI. Thirty of the units target people who have been high utilizers of emergency shelters who generally have a disability or another significant barrier to obtaining or maintaining housing.

This project faced issues with creating a financially feasible facility that community partners would buy into. Patrick Place is an example of how challenging it can be to piece together a variety of complex funding sources to make a project happen. Patrick Place received \$5 million in federal money, \$900,000 from the state, \$627,000 from the county, and \$1.6 million from the city. The rest came via charity work – grants, fundraisers, donors, etc. to raise the \$10 million needed for development. Once financing was secure, the facility was built in a year and operations began in 2014.

Patrick Place was a partnership between CHS and the City of Seattle's Office of Housing. This project contributed 71 units to the city's Housing Affordability and Livability Agenda (HALA) goal to add 20,000 affordable units over the next ten years. This experience demonstrates CHS' capacity to effectively partner with a city to increase its supply of permanently affordable housing.

Patrick Place is fully occupied and owned by CHS.



# SEBASTIAN PLACE

Lynnwood, WA

(opening Summer 2016)



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Photos by Jenny Weinstein, CHS

## At a Glance:

- ☐ 20 units - 1 bedrooms
- ☐ Single adults
- ☐ Below 30% AMI
- ☐ To be completed Summer 2016
- ☐ HTF, Snohomish County, HASCO, VA
- ☐ CHS developed and will manage
- ☐ CCS and the VA to provide services

Sebastian Place, located at 1925 - 196<sup>th</sup> Street, just outside of Lynnwood in unincorporated Snohomish County, WA, is a 20-unit development currently under construction. The units are spread between three buildings and each apartment has its own front door to the courtyard – an important design feature meant to encourage resident gathering and socializing in the outdoor common area. Sebastian Place has a fourth building with offices for case managers and property management, and community space for residents to watch television, use a computer or prepare meals in the community kitchen.

Capital funding sources included \$1,500,000 from the WA State Housing Trust Fund, \$2,569,000 from Snohomish County, and a \$100,000 sponsor loan. Similar to the Everett Permanent Supportive Housing project, CCS acquired the land for Sebastian Place through an RFQ process and negotiation with Snohomish County.

The building will open in the Summer of 2016.



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# RELEVANT OPERATIONS EXPERIENCE



Catholic Housing Services of Western Washington will manage the Everett Permanent Supportive Housing project. Management services will include both building maintenance (maintenance, repairs, budget, and technical/administrative requirements), and addressing human concerns (community, safety, psychological, and physical needs). In addition to site management, CHS provides or partners with other community-based service providers throughout our portfolio to address the direct service needs of residents.

More important than its competence with the regulatory practices required by various funding sources, CHS manages its buildings for the low-income people who live in them. CHS is committed to a managerial style which includes resident involvement to ensure a high level of tenant and neighborhood satisfaction. CHS manages facilities ranging from emergency shelters to mixed income buildings (below 30% of area median income to market rate). Four CHS-owned projects include commercial retail and rental office space. CHS provides regular financial and management reports to private investors, public funders, and private financial institutions to comply with various regulatory agreements.

Beginning with its first tax credit project in 1987, CHS is currently the managing general partner of 17 tax credit limited partnerships. During that time, CHS has not had a material finding by the Washington State Housing Finance Commission.

CHS operates projects that require a variety of reporting and regulatory duties, including but not limited to: abiding by the Washington Stated Tenant Landlord Act; screening applicants; execution of leases and house rules; addressing lease violations through issuing compliance notices; serving three day pay or vacate notices as appropriate; unit inspections; insuring maintenance issues are completed; and rent collection. With approximately 2,200 units under management, CHS keeps abreast of best practices in management, maintenance, financial monitoring and asset management. All of CHS' properties utilize Boston Post property management software for compliance and reporting.

### **Supportive Services**

As the main supportive services provider, CCS will work with CHS to develop a range of services for residents of the building. Both CCS and CHS understand that Permanent Supportive Housing must be a comprehensive program in order to successfully serve populations that are challenged by chronic homelessness, alcohol and chemical dependency, untreated mental health conditions, poor or lack of credit, evictions, and criminal histories. CCS is committed to providing chronically homeless adults with the support necessary to address these issues perpetuating homelessness. CCS case managers provide access to vital services such as mental health, employment readiness and placement programs, job training programs, volunteer programs, life skills training, medical/dental care, transportation and any other services that will lead to ensuring an increase in self-sufficiency for clients.

This program will utilize a low-barrier model with a goal-oriented system to stabilize the individual through housing placement, crisis intervention, problem identification, and problem solving. All residents will have a Case Manager whose role is to assess each individual's strengths and areas that require skill-building or ongoing assistance to assure they are properly

prepared to succeed in their housing. CCS also works to help clients develop a support system and the skills necessary to identify, lessen, and remove barriers that keep them from working toward self-sufficiency and maintaining long-term housing. Program services include the development of an Individualized Service Plan (ISP). This is a joint process that includes action steps and timelines that are goal-oriented and will be updated as goals are completed. It is understood that many of these individuals will have challenges that may hamper their ability to obtain living-wage jobs. Training (in both hard and soft skills in addition to academia) therefore becomes a key component of the ISP. All services will be tailored to fit the individual client's needs and to increase self-sufficiency. Services will be client-driven in order to meet the unique needs and strengths of each person and his/her own system of natural supports. The Case Manager will work intensively with each resident to coordinate with other professionals in concert with the ISP.

The low-barrier housing approach offers individuals and families experiencing homelessness immediate access to permanent affordable or supportive housing, without clinical prerequisites like completion of a course of treatment or evidence of sobriety and with a low-threshold for entry. This approach also promotes a willingness by the client to work with case managers on increasing their self-sufficiency and independence.

Once the client is housed, the Case Manager provides intensive case management utilizing tools, such as Motivational Interviewing, to aid individuals to identify their own barriers and personal goals. This approach allows the client to set their own goals and make their own decisions, leading to ownership of the direction of their life. This fosters independence allowing the client's self-worth and self-esteem to grow. As it grows, so does the client's confidence and they begin to set higher personal goals. Their newly gained confidence also leads to volunteering and/or obtaining part-time work to supplement their disability income, decreasing their isolation and depression. Clients begin to re-integrate and take part in their community. Many residents have reported feeling like they have purpose again. Those with mental health conditions, based on their goals, begin to stabilize through counseling and/or medication management. Clients with alcohol and/or chemical dependency enter into recovery programs when they are ready to achieve sobriety. Stabilization in these two areas leads to a higher level of self-sufficiency and housing stability.

The following project information sheets illustrate both CHS' and CCS' experience operating low-barrier permanent supportive housing:

- Nativity House – Tacoma, WA – Completed in 2014
- Wintonia Hotel – Seattle, WA – Rehabilitated in 1994
- Drexel House – Olympia, WA – Completed in 2007

# NATIVITY HOUSE

Tacoma, WA



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Photos by BCRA Architecture

## At a Glance:

- ☐ 50 units - Studios
- ☐ Single adults
- ☐ 30-50% AMI
- ☐ Completed in 2014
- ☐ HTF, LIHTC 9%, City of Tacoma, CCS Capital Campaign
- ☐ CHS developed
- ☐ CCS owns & manages

Nativity House is the largest, most comprehensive facility in Pierce County serving low-income and homeless adult men and women. CHS and CCS' goal is to provide for the basic needs of adult individuals experiencing homelessness, and offer concrete pathways to permanent housing and self-sufficiency.

The new Nativity House combines the services previously offered by three separate Homeless Adult Services (HAS) programs in Tacoma: Hospitality Kitchen, Nativity House, and Tacoma Avenue Shelter. In addition to overnight shelter for 120 men and 50 women, this a 48,000-square-foot development also provides 50 units of permanent supportive housing for chronically homeless single adults with disabilities.

Capital funding sources included \$8.3 million in federal Low Income Housing Tax Credit (9%) investment, \$2.5 million from the WA State Housing Trust Fund, \$1.4 million from Pierce County, \$900,000 from the City of Tacoma and additional funding through a CCS Capital Campaign.

The building opened in November 2014.



# WINTONIA HOTEL

Seattle, WA



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## *At a Glance:*

- ☐ 92 units - Single Room Occupancy
- ☐ Low-barrier housing for single adults disabled by chronic alcoholism
- ☐ 30% AMI
- ☐ Re-opened in 1994
- ☐ CHS re-habilitated, owns building, and manages

In 1994, Catholic Housing Services converted the historic Wintonia Hotel, located at 1431 Minor Avenue in the Capitol Hill neighborhood of Seattle, WA, into a 92-unit single room occupancy building which serves men and women coming out of King County's Dutch Shisler Sobering Support Center.

The Wintonia serves the highest utilizers of Sobering Services in King County. As part of the service model, CHS has developed an alcohol management program on-site to be able to work with residents whose binge drinking can cause significant risk of serious health problems (including death) and behavioral issues that can often jeopardize their housing. Wintonia staff participate in a "High Utilizer Group" meeting that is run by King County government in partnership with other local providers housing the highest utilizers of public services.

CHS has experienced some neighborhood challenges along the way. Upon hearing concerns from neighbors, CHS staff work diligently to educate the community about best practices in serving chronically homeless individuals. CHS also strives to be good neighbors by participating in community events (i.e. staff and residents volunteer at many summer events that the City hosts in the park). Similar to the Everett Permanent Supportive Housing project, the Wintonia is a collaborative effort seeking to reduce the number of high utilizers.



# DREXEL HOUSE

Olympia, WA



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Top photo: Tonkin Architecture. Bottom renderings of Drexel House Veterans Housing: Environmental Works Architecture

## At a Glance:

- ☐ 16 emergency shelter beds, 35 studio apartments
- ☐ Single adults
- ☐ Below 30% AMI
- ☐ Completed in 2007
- ☐ HTF, City of Olympia, Thurston County, HUD
- ☐ CHS developed
- ☐ CCS manages and provides services
- ☐ Drexel House Veterans Housing will have 50 studios of permanent supportive housing (under construction)

Drexel House opened in Olympia nearly 10 years ago. It provides a continuum of housing care in a safe environment that fosters respect and dignity, with an emergency shelter for 16 men, 25 low-income affording furnished studio apartments for men and women transitioning into permanent housing, and 10 permanent low-income affordable furnished studio apartments for chronically homeless and disabled men and women.

Capital funding sources included a \$2.1 million federal Low Income Housing Tax Credit (9%) investment, \$1,500,000 from the WA State Housing Trust Fund, and \$890,000 from the City of Olympia, \$400,000 in Federal funding and \$90,000 from Thurston County.

Similar to many other local jurisdictions where CHS and CCS develop housing, the City of Olympia utilizes a central intake coordinated entry system to house single homeless individuals, called Sidewalk.

In April 2016, CCS broke ground on a new addition – Drexel House Veterans Housing. Drexel House Veterans Housing will provide 50 studio apartments of permanent supportive housing, with 38 of the units dedicated to serving homeless veterans. Funding for Drexel House Veterans Housing came from the Washington State Housing Trust Fund, Thurston County and LIHTC. The new building will open in Spring 2017.



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## ABILITY TO SECURE FUNDING FOR THE PROJECT



Catholic Housing Services of Western Washington—Statement of Qualifications  
Section 4: Ability to Secure Funding for the Project

With 50 properties providing affordable housing in Western Washington, CHS' ability to secure funding speaks for itself. CHS has substantial experience developing affordable housing in many jurisdictions throughout the state. In addition to the permanent supportive housing facilities that CHS has developed in the just past four years in Tacoma, Olympia, Seattle and Bellingham, CHS has also provided affordable housing development consulting services to a handful of non-profit entities. These organizations include Catholic Charities of Spokane, Volunteers of America, the Seattle Indian Services Commission, SeaMar Community Health Centers, and First Place Schools.

In the three decades that CHS has been developing affordable housing in Washington State, the organization has utilized a wide range of funding sources, both public and private, often patching multiple sources together for a single project. Some capital funding sources CHS has experience with include: 9% Low Income Housing Tax Credits, Tax-Exempt Bonds, Washington State Housing Trust Fund, SHB 2060 funds, Seattle Housing Levy, Bellingham Housing Levy, Federal Home Loan Bank, USDA, HUD, and many local city and county sources.

Below are examples of the capital financing sources that CHS successfully pieced together to develop two recently completed permanent supportive housing projects:

<b>Project</b>	<b>Funding Sources</b>	<b>Amount</b>
Patrick Place	WA State Housing Trust Fund	\$900,000
	King County	\$627,263
	Developer Loan	\$1,645,161
	LIHTC Equity	\$6,844,735
	<b>Total Residential Development Cost</b>	<b>\$10,017,159</b>
Francis Place	Bellingham HOME	\$315,000
	Deferred Fee	\$148,801
	Bellingham Levy	\$362,500
	Housing Trust Fund	\$800,000
	LIHTC Equity	\$8,175,703
	<b>Total Residential Development Cost</b>	<b>\$9,802,004</b>

A Real Estate-Owned schedule is included as a demonstration of CHS' financial security.

# CHS Real Estate Portfolio

Developer/Owner	Property Name	Type	Location	Year Completed	Number of Units	Residential Sq. Ft.	% Resident Ownership	Current Building	Original Price
<b>LIHTC Properties</b>									
CCS/Pacific Square LP	Emmons Apartments	MF	Tacoma, WA	2001	22	14,614	95%	\$2,608,000	\$664,482
Chestnut Street Housing, LLC	Katert Court	MF	Bellingham, WA	2006	39	40,392	98%	\$5,000,000	\$1,404,838
ML King Family Housing, LP	Katherine's Place	MF	Seattle, WA	2005	25	32,038	96%	\$3,965,500	\$2,711,081
Centralia Family Housing, LLC	La Casa de la Familia Santa	MF	Centralia, WA	2005	46	48,289	98%	\$4,839,504	\$1,093,894
Continental Place, LP	La Casa de San Jose	MF	Mount Vernon, WA	2001	50	58,408	100%	\$5,929,712	\$880,253
Woodland Family Housing, LP	La Casa de San Juan Diego	MF	Woodland, WA	2004	50	51,591	100%	\$5,139,873	\$994,186
Woodland II Family Housing, LLC	La Casa De San Juan Diego II	MF	Woodland, WA	2007	25	27,997	100%	\$3,135,664	\$459,383
Township Family Housing LP	La Casa de Santa Rosa	MF	Mount Vernon, WA	2002	15	8,778	100%	\$1,437,520	\$468,409
Sumner Commons Housing, LP	Sumner Commons	MF	Sumner, WA	2004	34	19,822	94%	\$2,842,860	\$2,079,611
Traugott Terrace, LP	Traugott Terrace	MF	Seattle, WA	2003	50	39,962	98%	\$5,495,263	\$1,509,808
Kelso Family Housing, LLC	Villa San Martin	MF	Kelso, WA	2006	25	24,919	81%	\$2,800,002	\$1,549,968
College Way Family Housing, LLC	Villa Santa Maria	MF	Mount Vernon, WA	2007	29	34,291	100%	\$3,685,075	\$1,460,131
Holden Street Family Housing LLC	Santa Teresia	MF	Seattle, WA	2009	25	32,428	100%	\$7,100,000	\$4,705,279
Westlake II Housing LLC	Frederic Ozanam	MF	Seattle, WA	2009	56	33,668	96%	\$9,560,000	\$4,322,804
Forks Housing LLC	Catherine of Siena Village	MF	Forks, WA	2011	30	26,860	90%	\$6,450,000	\$2,242,648
Ives & Harrison Family Housing LLC	Villa los Milagros (65)	MF	Centralia, WA	2011	74	101,721	91%	\$10,999,996	\$2,808,409
LaVenture Workforce Housing LLC	Villa San Isidro	MF	Mount Vernon, WA	2012	42	51,240	100%	\$5,400,000	\$5,607,988
Aurora Housing Development LLC	Patrick Place	MF	Seattle, WA	2014	71	13,307	99%	\$6,750,000	\$3,556,531
Cornwall Housing LLC	Francis Place	MF	Bellingham, WA	2015	42	15003	99%	\$6,862,000	\$5,769,958
<b>NON- LIHTC Properties</b>									
Archdiocesan Housing Authority	Champion House	MF	Bellevue	1983	8	4,181	100%	\$718,875	\$220,400
Halcyon Foundation	Halcyon	MF	Bellevue	1987	8	3,883	100%	\$734,850	\$232,809
Archdiocesan Housing Authority	Chancery Place	MF	Seattle, WA	1984	84	68,866	98%		\$5,150,127
Archdiocesan Housing Authority	Maurice G. Elbert House	MF	Bellevue	1983	49	35,010	98%	\$3,967,838	\$1,468,770
Archdiocesan Housing Authority	Franciscan	MF	Burien	1983	38	20,976	100%	\$2,935,140	\$1,274,046
Redmond Elderly Housing Assn	Erma McRedmond Manor	MF	Redmond	1988	31	23,084	97%	\$2,646,296	\$762,319
Archdiocesan Housing Authority	Turnwater	MF	Turnwater	1984	50	25,916	100%	\$3,036,104	\$923,571
Sunrise Court Housing	Sunrise Court	MF	Tacoma	2006	20	11,000	90%	\$1,290,931	\$0
Kincaid Housing	Kincaid Court	MF	Sumner	2006	39	20,200	95%	\$3,950,000	\$837,802
AHA Pierce County Assoc.	Norm Fournier Court	MF	Tacoma	1989	20	14,140	100%	\$1,623,025	\$585,029
Pioneer Court Housing	Pioneer Court	MF	Puyallup	2006	17	11,000	100%	\$1,323,476	\$405,239
Archdiocesan Housing Authority	Leroy Helms	MF	Seattle, WA	2003	11	18,300	92%	\$2,188,664	\$1,570,185
Archdiocesan Housing Authority	Spruce Park	MF	Seattle, WA	1995	44	23,000	96%	\$2,718,664	\$3,422,312
Archdiocesan Housing Authority	St. Martin's on Westlake	MF	Seattle, WA	1988	53	28,000	94%	\$3,622,065	\$1,294,974
Archdiocesan Housing Authority	Matusaka	MF	Tacoma	1994	25	26,230	96%	\$3,342,916	\$1,087,245
Archdiocesan Housing Authority	Josephinum	MF	Seattle, WA	1991	222	156,500	96%	\$18,000,000	\$8,616,061
Archdiocesan Housing Authority	Monte Cristo Apts	MF	Everett	1994	69	42,788	97%	\$6,825,538	\$3,857,580
Archdiocesan Housing Authority	Villa San Juan Bautista	MF	Centralia	2010	52	47,704	88%	\$7,000,000	\$1,740,000
Archdiocesan Housing Authority	Vintonia	MF	Seattle	1994	92	50,625	100%	\$7,505,447	\$4,438,635
Archdiocesan Housing Authority	Bakhita Gardens - ROI/Noel House	MF	Seattle, WA	2010	71	35,863	97%		\$7,611,423
Archdiocesan Housing Authority	Max Hale Center	MF	Bremerton, WA	1996	52	89,975	100%	\$5,847,369	\$1,797,835
Archdiocesan Housing Authority	Renton - Highland Court/Tucker	MF	Renton, WA	1998	24	22,804	97%	\$2,327,423	\$1,534,886
Archdiocesan Housing Authority	WA Grocery Building	MF	Bellingham, WA	1998	36	41,472	100%	\$5,113,962	\$1,187,680
Archdiocesan Housing Authority	Dorothy Day House	MF	Seattle, WA	1999	41	23,750	98%	\$4,266,941	\$0
Archdiocesan Housing Authority	La Casa del Padre Miguel	MF	Mount Vernon, WA	1999	10	11,294	100%	\$1,056,886	\$0
Archdiocesan Housing Authority	Mount Baker Apartments	MF	Bellingham, WA	1999	85	60,750	99%	\$4,561,314	-\$13,252



CATHOLIC COMMUNITY SERVICES  
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OF WESTERN WASHINGTON

# UNDERSTANDING OF SERVICE AREA



Everett's 2016 Point in Time Count revealed 270 chronically homeless individuals; nearly double the number of individuals counted last year. There are currently 603 permanent supportive housing units in Everett while the Everett Housing Authority has a waitlist of 5,650 households for a variety of housing. The staggering gap between these numbers demonstrates the measurable need to increase the supply of permanent supportive units in the City of Everett.

The Community Streets Initiative has done extensive research and collaboration across the public sector to document the need for housing the homeless and addressing street-level issues visible in the city center. A focus group of 40 currently homeless men at Everett Gospel Mission revealed that virtually all individuals on the street would enter housing if barriers like lack of available units, lack of rental housing or sufficient income, drug or alcohol use, or having a criminal record did not prevent them from entering housing. The low barrier model of the Everett Permanent Supportive Housing project seeks to reduce harm to individuals who may have mental health issues, alcohol and drug addictions, and other behavioral issues that create high barriers to obtaining permanent housing.

As stated in previous sections, both CCS and CHS are currently providing housing and a variety of clinical and social services in Everett and Snohomish County. Just one example is CCS' role in helping to develop the Homeless Encampment Team in Snohomish County. The Team is comprised of emergency responders, the PATH team, Volunteers of America, Snohomish County staff, and CCS. The Homeless Management Information System (HMIS) is utilized to record and identify encampments throughout the county. Anyone in the county can call 211 to report an encampment. An e-mail gets sent out to the participating agencies and the Team decides which agency will take the lead on the encampment. Notes can be put into HMIS describing the encampment and how many families/individuals are in the encampment so that CCS can begin efforts to find housing and services for them.

Another example is the outreach work CCS does with individuals, veterans and families with the highest barriers and greatest need. This is done through regular community and street outreach. CCS' Bringing Recovery Into Diverse Groups through Engagement and Support (BRIDGES) program focus is outreach to chronically homeless individuals with chemical dependency

treatment. The BRIDGES team rides along with the Snohomish County Drug Task force along with Health District staff twice a month to provide outreach and have been in negotiations with the Everett Police Department to coordinate outreach with them as well.



Catholic Housing Services of Western Washington—Statement of Qualifications  
Section 5: Understanding of Service Area

Just outside of Lynnwood, in unincorporated Snohomish County, CHS and CCS are about to open a permanent supportive housing facility for homeless veterans. This new development, Sebastian Place, is a partnership with the Veteran's Administration, HASCO, and Snohomish County, and it will provide a much-needed supportive environment for single homeless veterans at 30% AMI or less, who have significant barriers to obtaining and maintaining rental housing.

The examples above demonstrate our response to community needs. With over 75 years providing community services in Everett, including programs directly assisting homeless individuals and families, CHS and CCS are well-equipped to successfully develop and operate this permanent supportive housing facility in the City of Everett.



CATHOLIC COMMUNITY SERVICES  
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# DEVELOPMENT CONCEPTS



## General Development Concepts

The development concept for Everett Permanent Supportive Housing is to create an inclusive environment with both common spaces for resident interaction and private spaces for residents to meet with service providers. For an urban development such as this, CHS would likely design a wood-framed structure of 4-stories or less. Typically in this type of design, the upper stories would include all of the residential units. The ground floor would include staff office space, medical exam rooms, public bathrooms, reception area, resident computer lab, and a community room for residents to lounge in or for gatherings. In all of our permanent supportive housing, it is critical that we build with high quality materials and fixtures designed to withstand heavy use.

Once an architect has been selected, CHS will hold a design charrette with formerly homeless individuals and CCS supportive services staff to discuss the initial site plan and building design. On similar urban supportive housing projects, we have sought to locate a courtyard or other outdoor space inward on the site, screened from the street. This provides privacy and security to the residents as they come and go or enjoy the courtyard. In addition, this orientation offers opportunities to design direct site-lines to staff building staff. Incorporating outdoor space for the residents is an important building feature that requires consultation with building staff and good communication with neighbors.

## Project Strengths

CHS has experience and history developing housing for homeless populations throughout Western Washington. Robust support from the community to build low-barrier supportive housing will make this a strong, viable project to meet the needs identified by the City of Everett's Safe Streets Initiative.

Moreover, developing 70 units of low-barrier, permanent supportive housing for homeless individuals aligns well with the City of Everett's Consolidated Plan housing strategies to:



Francis Place - 2<sup>nd</sup> Floor Resident Courtyard

1. Prioritize housing with supportive services for people experiencing homelessness.
2. Preserve and expand decent, safe, and affordable housing opportunities for low-income renters, particularly those with incomes of less than 50% of median income, and less than 30% of median income;
3. Support the development of facilities and services for homeless people, particularly families with children, homeless youth, and single women;
4. Address the needs of those who are at-risk of becoming homeless as well as those who are chronically homeless in order to achieve real progress in ending homelessness.



### **Project Issues**

Because the project is still in a feasibility phase, unknown site issues have potential to arise. Another potential issue could be neighborhood opposition or resistance to the project. This is something many of CHS' projects have overcome, and as a developer, CHS has learned to effectively negotiate and facilitate community conversations around our housing. With permanent supportive housing, a long-term challenge is funding adequate operations and services, but with the City's involvement, we hope to identify and secure potential operating sources early on.

### **Projected Project Timeline**

- Design—now through September 2017
- Financing (submit applications, LIHTC investor selection and due diligence)—now through September 2017
- Permitting—February – September 2017
- Construction start—September 2017
- Construction completion—October 2018
- Lease up—October 2018 – January 2019

### **Preferred Land Structure**

CHS would propose an ownership structure to simplify the tax credit transaction. With a LIHTC ownership structure, CHS would enter into a 15-year partnership with a tax credit investor. CHS is open to considering a 99-year lease if the City of Everett prefers that structure.



CATHOLIC COMMUNITY SERVICES  
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## SIGNED AUTHORIZATION

City of Everett  
**REQUEST FOR QUALIFICATIONS**

RFQ No. 2016-048

Construction and Operation of Low-Barrier Supportive Housing Facility

The undersigned hereby declares that he or she is duly authorized to complete and submit this Statement of Qualifications and that the statements contained herein are true and correct as of the date set forth below. Incomplete, incorrect or misleading information may be reason for a determination of non-responsibility by the City of Everett.

Dated this 31st day of May, 2016

By: [Signature]  
(Signature of authorized representative)

Name: JOHN R. HICKMAN  
(Please print)

Title: DIRECTOR OF FINANCE AND OPERATIONS

For: CATHOLIC HOUSING SERVICES OF WESTERN WASHINGTON