

**Request for Independent Research and Facilitation Proposals
Lake County Build a Generation and the Lake County Housing Coalition**

Summary of Need

Lake County Build a Generation (a project of the Lake County Public Health Agency) and the Lake County Housing Coalition are seeking independent research and facilitation proposals from contractors to support the Housing Coalition in the following: (1) formalize membership and decision-making structures within the Lake County Housing Coalition, (2) conduct specific research projects to fill information gaps, and (3) agree on an action plan for moving forward with recommendations from a 2018 Housing Assessment.

The ultimate goal of this work is to support the preservation, protection, and expansion of the supply of affordable housing in Lake County.

Section I: Overview and Background

Lake County Public Health Agency (LCPHA) believes that health begins where you live, learn, work, and play. The Lake County Public Health Agency is a department of Lake County Government. For more information, please visit <http://www.lakecountyco.com/health>.

Lake County Build a Generation (LCBAG) is a project of the Lake County Public Health Agency that is building a movement for health and well-being in Lake County. We are passionate about youth, families, seniors, health, and the success of our community. We operate through the models of Collective Impact and community organizing. For more information, please visit <http://www.lcbag.org>.

The Lake County Housing Coalition is comprised of local stakeholders concerned about affordable housing in Lake County. Representatives from major employers, local government, funders, regional partners, developers, and interested citizens attend monthly meetings or subcommittees and/or keep up with the Coalition's work through email communication. In 2018, the Lake County Housing Coalition worked with consultant EPS to conduct a Housing Assessment in Lake County.

Section II: Services Needed

1. **Review work done to date.** Review the 2018 Lake County Housing Assessment.
2. **Conduct the specific research projects listed below.** Research should have a focus on practical steps that the Lake County Housing Coalition or its members can take to preserve, protect, and expand affordable housing—rather than being primarily theoretical or academic in nature. Please provide the information in two ways: (1) a brief report with an appendix of resources that can be distributed to members of the Housing Coalition to support their understanding and (2) a presentation to members of the Housing Coalition.
 - a. **Research the possibility of a Low-Income Housing Tax Credit (LIHTC) project in Lake County.** In this research, please (1) obtain a list of recently-funded projects in Colorado, (2) seek information from the Colorado Housing and Finance Authority (CHFA) about the key elements of a successful LIHTC project, and (3) speak to representatives from recent successful LIHTC projects about their projects and proposals. The goal of this research would be to build the Lake County Housing Coalition's understanding of the elements of a successful LIHTC proposal and the overall steps needed to put a successful LIHTC proposal together.

- b. **Research the possibility of deed restrictions in Lake County.** This research should include a brief discussion of the different types of deed restrictions and an overview of the steps that would need to be taken to put deed restrictions in place.
- c. **Research partnership opportunities with the Upper Arkansas Area Council of Governments (UAACOG) and the Chaffee Housing Trust (CHT).** This research should include speaking to representatives from both agencies about their agency's interest in supporting affordable housing in Lake County, the possibilities their agency sees for partnership in Lake County, and what their agency would need from the Lake County Housing Coalition or Lake County agencies to be able to partner on affordable housing work in Lake County.
- d. **Research how local governments want to support affordable housing in the future:** This research should include speaking with elected officials and relevant appointed officials at the City of Leadville, Lake County, Parkville Water and Leadville Sanitation to develop a better understanding of the possible ways that these local governments might be interested in supporting affordable housing going forward.
- e. **Research possible funding mechanisms to pursue:** Provide a brief discussion of the possible funding mechanisms for affordable housing in Lake County (impact fees, fees-in-lieu, use tax etc.), the pros and cons of each, and the overall steps needed to implement these funding mechanisms.

3. **Facilitation:**

- a. Conduct individual phone calls with key Lake County Housing Coalition stakeholders to better understand stakeholders' expectations and needs related to housing collaboration and the Lake County Housing Coalition.
- b. In a series of meetings with the Housing Coalition and Housing Implementation Team (which currently serves as the governing body for the Housing Coalition), facilitate agreement on the following:
 - i. Clarify decision-making in the coalition, specifically (1) Who gets a vote? (2) How are decisions made? And (3) How do we identify and address conflict-of-interest?
 - ii. Facilitate agreement on the Lake County Housing Coalition's definition of affordability.
 - iii. Facilitate agreement on the income group or groups that the Coalition most wants to ensure has access to housing.
 - iv. Facilitate agreement on where any long-term role or roles or responsibilities should live within Housing Coalition organizations.
 - v. Prioritize next projects and build agreement on next steps based on the research conducted above, projects already identified/applied for (such as the proposal to ,and any suggested next steps in the EPS report.
 - vi. Develop an action plan with clear deliverables and timelines for 2019-2020 that will help the Lake County Housing Coalition map out a path forward.

Section III: Qualifications

The ideal contractor is comfortable supporting a diverse set of community partners in identifying next steps to preserve, protect, and expand affordable housing in Lake County.

Required Skills

- Basic understanding of best practices in implementing affordable housing in Colorado

- Ability to conduct additional research to help identify affordable housing strategies that are the best fit for Lake County.
- Strong writing skills; ability to translate complex concepts into clear and simple language.
- Strong skill set in planning and facilitating meetings.
- Ability to provide the right level of information to stakeholders to prepare them for relevant decisions.
- Able to provide a neutral, outside perspective in both research and facilitation.
- Excellent organizational skills; able to manage the scope of work and complete deliverables in a timely manner.

Preferred Skills

- Experience conducting similar projects in other communities.
- Strong network of affordable housing experts who can provide counsel.

Section IV: Management of Contract

1. We seek proposals from firms or individuals who would be a third party contracted by Lake County.
2. All travel costs must be included in the proposed budget.
3. LCBAG will support the contractor in developing an understanding of the work completed to date, connecting to relevant local parties, and communicate with the Lake County Housing Coalition and its subcommittees.

Section V: Equipment and Systems

- The contractor is expected to use her/his/their own workspace and equipment, including computer and phone. Limited printing, as needed to complete the scope of work, will be provided. Access to a conference call/video call line via Google Hangouts can be provided as needed.
- On occasion, the contractor may also use LCBAG equipment (such as projectors or flip charts) to complete the scope of work, where such equipment is available and easily provided.

Section VI: Proposal

Proposals must include the following elements, in order. Proposals should only be in MS Word or PDF format. Email all proposals to Katie Baldassar at katie@lcbag.org.

1. Contact Information: Name, organization (if applicable), and contact information.
2. Services Needed: Briefly describe how you will address the services listed in Section II.
3. Experience:
 1. Describe your experience with developing affordable housing interventions in communities.
 2. Describe your experience with facilitating multi-stakeholder meetings.
 3. Provide 2-4 examples of previous work in a similar role.
4. Project Coordination: Describe how you plan to manage the project and communicate with all of the participating agencies and Lake County Build a Generation
5. Cost: Provide a cost plan for the Services Needed
6. Resume: Resume, CV and/or background and skills for relevant staff

7. References: Name, phone number, and email contact information for three (3) references that can speak to your experience. Additional references may be requested.

Section VII: Proposed Timeline and Questions

January 15, 2019: Proposals Due to Katie Baldassar, katie@lcbag.org

January 25, 2019: Proposals Reviewed

February 4, 2018: Contract Signed

July 30, 2019: Contract ends and all deliverables due

Any updates to the RFP will be posted at <http://lcbag.org/about/employment/>. Interested parties are responsible for checking the site for updates.

For questions, contact Katie Baldassar and Noah Sosin at noah@lcbag.org or katie@lcbag.org.

Our intent is for the proposal writing and reviewing processes to be expedient and not overly burdensome. Your brevity is appreciated.