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Scope of Work/Services

Community Needs Assessment

The Community Needs Assessment (CNA) and final report should include but may not be limited to the following:

1. Kick-Off Meeting - Proposer will meet with St. Tammany Parish Government (Parish) Department Health and Human Services (DHHS) team to better define results being sought, review, and finalize work plan, establish lines of communication and schedule interim updates, along with three (3) focus groups meetings.
2. Assessment Area Description - The Assessment Area Description shall define and illustrate the general boundaries and characteristics of the assessment area as well as the boundaries and general characteristics of the three (3) urban regions and the surrounding areas, defined as the following three (3) sub-geographies: East side of the Parish (Slidell and Pearl River area); West side of the Parish (Mandeville, Madisonville, and Covington area); and the Central/North area of the Parish (Lacombe, Bush, Folsom area).

The Assessment Area Description shall provide a high-level overview of availability (via multiple modes, including internet) of medical and mental health services, public transportation, community centers, social services, veterans services, child care, shopping and retail services, employment and housing services, educational and training facilities, disaster risk profile and disaster response/ resiliency capacity.

3. Demographic Profile, Projections and Analysis - The Demographic Profile and Projections of the assessment area and each of the three (3) designated sub-geographies shall cover, at minimum:
 - Population indexed by age, sex, race, income, employment status, disability/ special needs status;
 - Total number of households indexed by age, tenure, income, and average household size;
 - Number of senior households;
 - Number of veterans, indexed by age, employment status and disability status;
 - Number of households with children;
 - Number of renter households indexed by number of persons in household, income, employment status, disability status, age, race, sex, veteran status and relation;
 - Number of owner-occupied households indexed by number of persons in household, income, employment status, disability status, age, race, sex, veteran status and relation;
 - Unemployment statistics;
 - Length of commute and mode of transport; and

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- Number of homeless indexed by individual or family status, youth status, disability status, and veteran status.

The above findings shall be both charted and mapped, in a format determined to be most useful for the client. The analysis shall summarize projected demographic shifts and explain how those shifts will affect homelessness, workforce, and demand for affordable housing and services in St. Tammany Parish as well as each of the three (3) designated sub-geographies.

4. Community Input - Community Input shall be robust and inclusive, and shall reflect the perceptions, priorities and ideas of a variety of stakeholders, service providers and residents regarding the issues of housing, homelessness and the range of services addressed in the CNA. Will hold three (3) public input meetings. Results shall be compiled and summarized for both the Parish at large and each of the designated sub-geographies. The community input process shall be treated not only as a means by which to receive feedback but also as an opportunity to share information and increase awareness of this set of issues in St. Tammany Parish. Community Needs Assessment survey will be provided.
5. Economic Analysis - The economic analysis shall provide an overview of the overall Parish economy as well as the economies of each of the three (3) designated sub-geographies, describing relevant economic trends, projections and drivers in the area, as well as poverty rates, employment clusters, educational attainment statistics, available workforce, employment rates, commuting patterns and basic needs trends (i.e. housing, food, child care, health costs, transportation). The analysis shall also include what constitutes a living wage in the Parish for both individuals and families. The analysis shall describe how those trends are anticipated to affect homelessness, the current and future stock of affordable housing, development patterns and resident housing needs, as well as availability of related services, including transit and transportation. The analysis shall describe the role of affordable housing in a healthy and sustainable economy, and provide evidence and calculations for the overall benefit and return- on-investment of affordable and supportive housing and other social services designed for the target population. Illustrative comparisons such as between the costs, broadly defined, of homelessness and the costs of subsidized housing shall be included as well. An analysis of lost revenues associated with large numbers people who are employed in St. Tammany Parish but who reside in neighboring parishes where housing is more affordable is also required. The analysis shall also address the risk of disaster and the role of disaster preparedness and resiliency in the overall economic health of the Parish and each of the three (3) designated sub-geographies.
6. Inventory of Existing Housing Stock and Services - The inventory shall provide the following for the Parish-wide assessment area as well as each of the three (3) sub-geographies:

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- A description of the existing stock of all types of affordable housing (including non-subsidized), as well as supportive and transitional housing and homeless shelters. At minimum, the description should indicate rental/ owner occupied, number of bedrooms, type of unit (single family, multi family, etc.), condition, location, accessibility and affordability at 30%, 60%, 80%, 100% and 120% of AMI;
 - Location, ownership and characteristics of mobile home developments and analysis of current and future role of these developments in affordable housing;
 - A description of the location of housing in relation to transit, jobs and essential services;
Provide number and location of vacant, substandard, overcrowded, or abandoned buildings or other undesirable living conditions;
 - Listing, location and accessibility of homeless, affordable, supportive and transitional housing-related services and transit;
 - Mapping of the above, in a format determined to be most useful to the client; and
 - A historical overview that quantifies the production and characteristics of new housing built over the past 3 years, and projected to 2020, and the impact of this production on the region's affordable housing needs.
7. Projection of Demand - Project demand for the next three (3) - to - five (5) years, based on factors such as population growth, demographic shifts, economic data and trends, economic climate, transit accessibility, etc. for all types of affordable and deeply affordable housing units (30%, 60%, 80%, 100%, 120% AMI), supportive and transitional housing, homeless shelters and related services. Projections shall be provided and mapped for the Parish-wide assessment area as well as for each of the three (3) designated sub-geographies.
8. Gap Analysis and Recommendations - This is the most important element of this CNA. The resulting deliverable shall clearly quantify current and projected housing needs at each level of affordability, including addressing the needs of those living in substandard housing. Analysis shall indicate the type of housing and the populations served, for each of the three (3) designated geographies and the Parish as a whole. Provide and map current and projected gaps for all types of workforce and affordable (30%, 60%, 80%, 100% and 120% AMI), supportive, and transitional housing; homeless shelters; and related services for veterans, seniors, youth, disabled and mentally ill for the Parish and the three (3) sub-geographies. The analysis shall establish causality for gaps in supplies and services; describe the existing and anticipated impacts of these gaps; and make recommendations for prioritizing and addressing the gaps that are tailored to the specific economic and cultural context of St. Tammany Parish.
9. Finance and Funding Tools - Provide inventory and description of incentives, financing tools and other programs being used to assist with development of affordable and transitional housing, followed by analysis of efficacy and identification of other tools and strategies that may be useful to meeting the Parish's needs.
10. Overall/Summary, Recommendations - Final recommendations shall be informed by all

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quantitative and qualitative data and analysis developed throughout the course of the assessment and shall suggest priorities and phased strategies for addressing those priorities for both the Parish as a whole and each of the three (3) designated sub-geographies. These recommendations shall also take into account the Parish's disaster risk profile and any additional measures that should be considered to mitigate risk for the target populations, assets and services described in this study. Strategies shall include proposed partnerships; communications tactics; identification of personnel and talent requirements; and applicable investment, financing and funding mechanisms.

Recommendations shall also reference and provide relevant examples of affordable housing in other markets that reflect innovative approaches and contemporary best practices and demonstrate successful developments that create affordable housing options that are an asset to the surrounding community.

11. Analyses, Conclusions and Summary of all Data Sets - Each data set compiled for the CNA shall be accompanied by a narrative explanation and summary, analysis and conclusion.
12. Executive Summary
13. A searchable electronic copy of all data sets used in the report in disaggregated form with complete source citation
14. Proposer shall present a final presentation.

Additional Notes on the Community Needs Assessment:

- Proposer shall provide comparisons with parish, state and/ or national data as appropriate;
- Proposer shall provide examples of best practices and reference relevant peer and national models for affordable housing development and service delivery for target populations; and
- Final written report shall be well organized, easy to navigate and written in clear, accessible language free of excessive jargon.

Fair Housing Plan

The Proposer will assist St. Tammany Parish in meeting the requirements of the Federal Fair Housing Act of 1968, as established by HUD in the Final Rule for Affirmatively Furthering Fair Housing summarized in the Federal Register on July 16, 2015 (see Attachment "A"). The proposer will provide the Parish with the required information and documentation as outlined in the HUD "*Assessment of Fair Housing Tool*", using its required format (see Attachment "A"). In assessing the status of Fair Housing in St. Tammany Parish, and recommending goals and priorities to the Parish, the Proposer will prepare for Parish review at least the following items:

- Executive Summary
- Community Participation Process, Citizen Input, and Summary

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- Assessment of the Parish's Past Fair Housing Goals and Actions
- Fair Housing Analysis, as described in the HUD Fair Housing Tool
- Recommended Fair Housing Goals and Priorities

The Proposer will be required to facilitate two (2) public input meetings concerning the Fair Housing Analysis at locations in St. Tammany Parish determined by the Parish's Community Development Division, DHH, and along with the Grants Department. In addition, the Proposer will help facilitate and attend four (4) Fair Housing Work Committee meetings, to be coordinated together with the Parish's DHH and Grants Departments.

The final deliverables shall include a completed Fair Housing Plan to be provided to the Parish.

This project is grant funded. The Parish is not obligated to award a specific dollar amount in the event that funding is reduced in whole or in part.