



## 2019 REQUEST FOR PROPOSALS (RFP)

### BRIDGE HOUSING

## RFP GUIDELINES

### SECTION A. GENERAL INFORMATION

#### A.1 INTRODUCTION

The Housing Division within the City and County of Denver’s Office of Economic Development (OED)<sup>1</sup> is requesting proposals for partners interested in contracting with the City to provide Bridge Housing for persons experiencing homelessness. On April 19<sup>th</sup>, at the Denver Housing Forum, Mayor Michael B. Hancock announced a proposed new Department of Housing and Homelessness and a \$15.7 million initiative that will be leveraged by the city in partnership with our business, nonprofit and philanthropic communities over the next three years to bolster two critical homelessness services – Bridge Housing and additional day shelter activation.

This RFP addresses the need for additional Bridge Housing in Denver and refined coordination between Denver’s Road Home (DRH) and OED. Programs based in the City and County of Denver may apply for funding to help people experiencing [literal homelessness](#) move into temporary housing where they can be connected with services and assisted in connecting with a permanent housing solution. Since the goal of this RFP is to connect people experiencing homelessness to a permanent housing solution through bridge housing, this solicitation will, additionally, accept requests for Rapid Re-Housing investments, or other innovative permanent housing, paired with a bridge program. The City is particularly interested in innovative Bridge Housing approaches to address the housing needs of highly vulnerable residents living in encampments while leveraging our coordinated entry system for assessment and to connect with a permanent housing resource.

#### A.2 BACKGROUND

The City and County of Denver’s Office of Economic Development is dedicated to advancing economic prosperity for the City of Denver, its businesses, neighborhoods and residents. Among numerous other functions, OED oversees the City’s investments in the development and preservation of income-restricted affordable housing units, as well as program assistance for individuals seeking to access to maintain stable housing. OED invests federal and local dollars into affordable housing across a range of incomes, from housing our most vulnerable residents in supportive housing to workforce rental and for-sale housing for families earning up to 100% of Denver’s Area Median Income (AMI) at \$83,900 for a family of four. OED works closely with DRH to provide housing and services for our most vulnerable residents experiencing homelessness.

When evaluating housing investments, OED assesses potential projects according to the policy priorities outlined in the City’s Comprehensive Housing Plan, *Housing an Inclusive Denver*, and the yearly goals

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<sup>1</sup> OED is planning to change its name to the City and County of Denver’s Office of Economic Development & Opportunity (DEDO). You may see this name change in documents later in the year.

delineated in the Annual Action Plan. Housing and services for very low-income persons at or below 30% AMI including those experiencing homelessness is a critical goal noted in *Housing an Inclusive Denver*. The City has recently conducted extensive shelter system planning and aligns affordable housing investments for those experiencing homelessness such as this Bridge Housing RFP and the recent DRH day shelter RFP to complement these efforts.

Each year, Denver partners with the Metro Denver Homeless Initiative (MDHI) and other partners to conduct the U.S. Department of Housing and Urban Development (HUD) mandated point-in-time survey of people living without homes in Denver and throughout the region. In January 2018, 3,445 households reported experiencing homelessness in the City and County of Denver. More than fifty percent of the residents experiencing homelessness that were identified through the Point-In-Time (PIT) analysis in 2018 were living in emergency shelter, approximately thirty percent of the residents were living in transitional housing or in a Safe Haven, and the remaining approximately twenty percent of residents were living unsheltered on the street.

A portion of those 3,445 PIT-identified households are also represented in OneHome, the regional coordinated entry system. OneHome is a regional, client-centered coordinated-entry process that enables our community to assess and identify the housing and support needs of individuals experiencing homelessness. OneHome has identified approximately 2,000 households in Denver in need of intensive housing resources and services. The City develops and aligns policies with MDHI, to ensure that housing resources dedicated to serving residents experiencing homelessness are targeted appropriately, while maintaining flexibility to serve local needs. Expanding implementation of OneHome to better collaborate with housing and service providers to serve vulnerable populations and subpopulations in Denver is a Key Action in OED's 2019 Annual Action Plan. The City is, in partnership with MDHI, focused on ensuring Denver resources support Denver residents in need of housing and services in our city through OneHome. The City supports using OneHome to facilitate the coordination and management of resources and services, thereby matching the individual, youth, or family experiencing homelessness with the appropriate intervention.

Of the more than 2,000 households who have completed a Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) assessments recorded in OneHome, approximately 64% scored in a range appropriate for a Permanent Supportive Housing (PSH) solution and 30% for a Rapid Re-housing (RRH) solution.

- **Rapid Re-housing** is an intervention, informed by a Housing First approach that is a critical part of a community's effective homeless crisis response system. Rapid re-housing rapidly connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services. Rapid rehousing programs help families and individuals living on the streets or in emergency shelters solve the practical and immediate challenges to obtaining permanent housing while reducing the amount of time they experience homelessness, avoiding a near-term return to homelessness, and linking to community resources that enable them to achieve housing stability in the long-term. (source: <https://files.hudexchange.info/resources/documents/Rapid-Re-Housing-Brief.pdf>) While RRH does provide stable housing and supportive services for people experiencing homelessness, this housing solution is generally geared toward residents with a lower acuity of needs, compared to those matched to Permanent Supportive Housing solutions.
- **Permanent Supportive Housing** is a subset of affordable housing that provides tenants with the rights of tenancy and links to intensive supportive services using a Housing First model. Supportive housing projects are unique and may differ based on the target population, location and design. As part of the plan to double Denver's Affordable Housing Fund ("AHF") and meet the priorities of the adopted *Housing an Inclusive Denver* plan, OED is working with Denver Housing Authority (DHA) to

enhance the supportive housing pipeline in Denver with a land acquisition fund dedicated to expanding opportunities for projects that will serve Denver’s most vulnerable residents. The expected outcomes of this approximately \$50 million land and property acquisition fund will be to leverage other resources and partners to create or preserve approximately 1,200 units of affordable housing, with a minimum of 50% of those units as supportive housing or affordable housing for very-low income households.

Residents that are identified through the OneHome coordinated entry system as needing either a rapid re-housing solution or a permanent supportive housing solution can sometimes wait weeks, months or even years before being matched to a stable housing resource. To help address the needs of these residents, the City is focused on enhancing the pipeline of permanent supportive housing units and rapid rehousing assistance with supportive services. Bridge Housing provides residents with a safe, reliable and consistent place to stabilize while obtaining vital documents, searching for a rental unit to accept their subsidy, or for a PSH unit to become vacant. Bridge Housing can also be used to help people who are struggling to even engage in connecting to services, before completing the VI-SPDAT or other assessments and before being entered into OneHome.

- **Bridge Housing** is short-term housing that supports the Housing First philosophy by providing safe, temporary housing while awaiting a permanent housing solution. Benefits of Bridge Housing include getting people off the streets and out of shelters while they connect to permanent housing. Bridge Housing provides a stable environment for people to acclimate to permanent housing, a place to store their belongings, and a place families can remain intact, which is not always a possibility in a homeless shelter. Length of stay of Bridge Housing should be individually determined based on participant need, but, in general, is expected to not exceed 90 days. Innovative models may be proposed where a bridge unit is “converted” into a permanent housing solution such as through leasing in place with tenant-based rental assistance or other resources.

Since OED does not directly provide housing or services, OED is seeking partners interested in contracting with the City to provide Bridge Housing. This housing program will be funded by local funds.

Additionally, OED recognizes that not every resident experiencing literal homelessness has completed an assessment and is entered into OneHome. OED is particularly interested in innovative approaches to address highly vulnerable people living in encampments, many of whom have not completed an assessment nor currently receive services. Therefore, respondents to this RFP must propose programs with a strong street outreach component, or partnership with a street outreach provider, to be eligible for Bridge Housing investment.

OED is seeking partners to provide Bridge Housing that will connect residents identified through OneHome, and other outreach efforts, to rapid re-housing solutions, permanent supportive housing solutions, and/or other permanent housing solutions. OED expects that each project will have fifty percent of Bridge Housing resources connected to households who have been pre-matched by OneHome and/or are already matched with an identified permanent housing resource. Program partners will be expected to balance other referrals to Bridge Housing and permanent housing resources with street outreach, particularly with a focus on encampments. Any participants identified through street outreach that are not in OneHome, must be assessed using the VI-SPDAT and entered into OneHome during their Bridge Housing stay and before being linked to a long-term housing resource. Bridge Housing resources must be used to serve residents that are actively being connected to permanent housing solutions, even if the unit is not identified at the time of the initial engagement.

### A.3 SCHEDULE OF EVENTS

**2019 RFP IS AVAILABLE**

**Friday, June 28, 2019**

At: <https://app.wizehive.com/apps/2019BridgeHousing>

**COMPLETED PROPOSAL SUBMISSION DEADLINE**

**Wednesday, July 31, 2019 at 4:00 p.m. (MDT)**

**QUESTIONS ON RFP GUIDELINES DUE** **Wednesday, July 10, 2019 at 4:00 p.m. (MDT)**

**Questions must be submitted via email to:** [DEDOHousingProposals@denvergov.org](mailto:DEDOHousingProposals@denvergov.org)

**ADDENDUM TO RFP RELEASED** **Wednesday, July 17, 2019 at 4:00 p.m. (MDT)**

**OED will release via the OED Funding Opportunities Website**

### A.4 APPLICATION GUIDELINES AND CHECKLIST

The City and County of Denver's Office of Economic Development uses the grant management system *WizeHive* for its RFP submission process. The online submission process allows all applicants to use one document to gather general data and information, while requesting specific information related to each separate part. The application contains helpful background and clarifying information in yellow highlighted text boxes, while yellow highlighted question marks indicate that additional information is available. **All uploads must be in .pdf format.**

**Qualified applicants are encouraged to submit qualifications.**

Two documents have been created to assist you in the application process. This document, the **RFP Guidelines**, provides background and instructions about the RFP. An **RFP Checklist** itemizes the documents to be downloaded and uploaded as attachments to the online application. It is very important to have both documents accessible when completing the application.

### A.5 RFP QUESTIONS

Technical questions regarding use of the online RFP submission platform must be submitted in writing by email to [DEDOHousingProposals@denvergov.org](mailto:DEDOHousingProposals@denvergov.org)

## SECTION B: SCOPE OF SERVICES

### B.1 HOUSING PROGRAMS OR SERVICES

Bridge Housing provides a safe and dignified place for persons formerly experiencing homelessness to reside while awaiting placement in a permanent housing solution including permanent supportive housing and rapid re-housing. Bridge Housing is intended to get Denver's most vulnerable residents off the streets and out of shelters and on their way to a permanent housing solution as quickly as possible.

Bridge Housing is for persons who have been linked to a permanent solution, or are of such acuity and priority that a permanent solution is needed but has not yet been linked or identified, but are prevented from moving immediately into that permanent housing (e.g. awarded permanent housing assistance but looking for a unit). Bridge Housing is traditionally provided for residents to live in for 30-60 days, or less, in a master-leased unit. Apartments are master-leased by the contractor to alleviate barriers to housing that persons experiencing homelessness may face, including criminal justice involvement or lack of identification

documents, lack of rental history, and lack of credit history. For the purpose of this RFP, Bridge Housing assistance should serve households experiencing literal homelessness. The Bridge Housing assistance intervention should ideally last for a period of 90 days or less though OED is interested in innovative programs including a solution, where a bridge unit would be used for more than 90 days, if needed, to better connect to a permanent solution. For example, conversion of bridge units to permanent housing units.

OED expects respondents to describe the permanent housing solution(s) their Bridge Housing program will link to, and how they forecast the availability of resources to support that permanent housing solution and/or the expected geographic target for that permanent housing solution. Since the focus of this RFP is to connect people experiencing homelessness to a permanent housing solution through Bridge Housing, this solicitation will, additionally, accept requests for Rapid Re-Housing investments, or other innovative permanent housing, paired with a bridge program.

OED expects respondents to describe the Bridge Housing resource they intend to utilize, whether master-leased units, scattered site model, short-term motel stays, or other models of short-term housing. It is OED's intention that respondents achieve efficient use of resources by minimizing the use of nightly and weekly rate motels.

Requirements for proposed programs or services:

- Shall not have an administrative overhead that exceeds 10% of the total budget
- Must serve residents experiencing literal homelessness (lacks a fixed, regular, and adequate nighttime residence) in Denver with income at or below 30% AMI. [See HUD definition of literally homeless.](#)
- Must fill a gap or unmet need
- Must source 50% or more program participants from OneHome
- The balance of participants, 50% or less, must be sourced from street outreach with a focus on innovative approaches to conduct outreach to residents in encampments
- Any participants not in OneHome, must be assessed using the VI-SPDAT and entered into OneHome during their Bridge Housing stay and before being linked to a long-term housing resource.
- OED expects that bridge units are connected, or will be matched during the Bridge Housing period, to an identified PSH, RRH, housing choice voucher, or affordable property.
- Proposals should include descriptions of how the program will: provide outreach to find matched households, help with housing navigation to permanent resources, and engage with property owners and managers to increase access to affordable rentals.

If proposing support for permanent housing solutions in addition to Bridge Housing, these Rapid Re-Housing Services may include:

- Locating, inspecting, and offering appropriate housing choices
- Rent assistance
- Assessment of housing stability
- Ongoing supportive services

OED will require proposals to address how, including the process and tools to be used, proposed Bridge Housing programs will source 50% or more of participants from OneHome, source the balance from street outreach, and enter data into the Homeless Management Information System (HMIS).

Applicants must address whether and how per household costs would differ from comparable existing programs as applicable. Applicants must also provide research, documented community input, or similar information supporting how the proposed program would address a housing need not currently met in Denver.

## SECTION C: EVALUATIONS

### C.1 EVALUATION TEAM

All submissions will be reviewed by an Evaluation Team comprised of OED and DRH staff. All data and information from the Applicant must be submitted through the online RFP submission and documents uploaded before submission. No additional information, documents or inquiries pertaining to the submission, including email and phone calls, will be considered during the selection process.

### C.2 EVALUATION CRITERIA

Submissions should be comprehensive, accurate, and concise presentations of the requested information. To facilitate the review of applications by OED, all applications must follow the schedule, format, and content requirements as detailed herein in order to be considered responsive to this RFP.

#### Requirements of all Applications

- List of qualifications:
  - Experience providing Bridge Housing and/or other affordable housing services, preferably to families and individuals formerly experiencing homelessness
  - Experience providing outreach and housing navigation services
  - Ability to provide services aligned with Bridge Housing best practices
  - History providing landlord recruitment and engagement efforts to bring new affordable and/or Bridge units online, including any history procuring master-leased units
- **All applications must clearly delineate how the Applicant’s qualifications can support the activities outlined herein.** The quality and detail of responses will figure significantly in the overall evaluation of applications. Applicants are encouraged to give examples and provide additional information to support capabilities on each point.
- Description and outcomes of Bridge Housing or other affordable housing programs
- Description of experience utilizing innovative approaches to address encampments and persons who may appear “service resistant”
- Description of the proposed or existing Bridge Housing program, referral sources, and any innovative approaches to address housing needs of those who are literally homeless.
- Identify the maximum outcomes achievable by your organization and the city support necessary to meet this goal.
- Description of the process by which your project will use OneHome and street outreach to source participants experiencing homelessness in Denver. Specify what percentage of your participants you will source from OneHome and what percentage from street outreach.
- Description of willingness to provide Bridge Housing to those pre-matched to a D3 permanent supportive housing resource, as they become available
- Description of monthly summary reporting and proposed target output/outcomes that will be provided including:
  - a. Qualitative and quantitative components including daily unit utilization
  - b. Number/percent of participants who exit the Bridge Housing program by destination type
  - c. Each participant’s length of stay in Bridge Housing
  - d. Average/median length of stay in the Bridge Housing program
  - e. Participants who “fall back” into homelessness
- Description of daily, “real-time” reporting of participants, sourcing, units being utilized, and exits
- Three years of audited financial statements
- Proof of payment of federal and state income taxes, or if a non-profit organization, proof of IRS designation

**Qualification reviews and awards are contingent upon Responders being current to the City on any loan, contractual, or tax obligation as due, or with any rule, regulation, or provision on existing or past City contracts.**

### **C.3 EVALUATION PROCESS**

Qualifications will be scored and ranked utilizing the *WizeHive* Evaluation Tool based upon the information contained in the application itself and uploaded attachments.

Performance outcomes of prior contracts with OED will be considered in the overall rating of qualifications submitted by Applicants who currently have, or have previously had, contracts with OED.

### **C.4 DECISIONS**

Based upon the information provided by the Applicants, the Evaluation Team will evaluate qualifications. The evaluations will be ranked according to scores in *WizeHive* and forwarded to OED Senior Management.

OED reserves the right to postpone or cancel this RFP, if it deems it to be in the best interests of OED to do so. OED reserves the right to waive any technical or formal errors or omissions, and to reject any and all applications, or to award contracts, either in part or in whole, if deemed to be in the best interests of OED. OED shall not be liable for any costs incurred by vendor in the preparation of proposals or for any work performed in connection therein.

Successful Applicants shall be in complete compliance with each of the specifications, terms and conditions of the RFP. OED shall not be liable for any costs incurred in the preparation of applications or for any work performed in connection therein.

## **SECTION D. ADDITIONAL CONTRACT REQUIREMENTS**

### **D.1 IRS FORM W-9**

All Applicants must have a current IRS Form W-9 available and attached to their application. Obtain the form and instructions here: <https://www.irs.gov/pub/irs-pdf/fw9.pdf>.

### **D.2 CERTIFICATE OF GOOD STANDING FROM SECRETARY OF STATE**

All Applicants must be registered with the Colorado Secretary of State and have an active Certificate of Good Standing attached to their application. See <http://www.sos.state.co.us/pubs/business/businessHome.html> for more information.

### **D.3 DIVERSITY AND INCLUSIVENESS IN CITY SOLICITATIONS INFORMATION REQUEST FORM**

Using the form, entitled "Diversity and Inclusiveness in City Solicitations Information Request Form," please state whether you have a diversity and inclusiveness program for employment and retention, procurement and supply chain activities, or customer service and provide the additional information on the requested form. The information provided on this form will provide an opportunity for City contractors/consultants to describe their own diversity and inclusiveness practices. Contractors/consultants are not expected to conduct intrusive examinations of its employees, managers, or business partners in order to describe diversity and inclusiveness measures. Rather, the City simply seeks a description of the contractor/consultant's current practices, if any. Diversity and Inclusiveness information provided by City contractors/consultants in response to City solicitations for services or goods will be collated, analyzed, and made available in reports consistent with City Executive Order No. 101. However, no personally identifiable

information provided by or obtained from contractors/consultants will be in such reports. A link will be provided in the application for Applicants to complete an e-form.

**Section E. GRATUITIES AND KICKBACKS**

It shall be a breach of ethical standards for any person to offer, give, or agree to give any employee or former employee (within six months of termination from City employment), or for any employee or former employee (within six months of termination from City employment) to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding of application, request for ruling, determination, claim or controversy, or other particular matter, pertaining to any program requirement or a contract or subcontract, or to any solicitation or proposal therefore.

It shall be a breach of ethical standards for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime vendor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

In the event that any gratuities or kickbacks are offered or tendered to any City and County of Denver employee, the proposal shall be disqualified and shall not be reinstated.

**Section F. NON-COLLUSIVE APPLICANT CERTIFICATION**

By the submission of a proposal, the Applicant certifies that:

- A. The proposal has been arrived at by the applicant independently and has been submitted without collusion with any other applicant.
- B. The contents of the proposal have not been communicated by the applicant, nor, to its best knowledge and belief, by any of its employees or agents, to any person not an employee or agent of the applicant or its surety on any bond furnished herewith, and will not be communicated to any such person prior to the official opening of the proposal.
- C. No applicants shall submit more than one proposal for this purchase.

**Section G. DISCLOSURE OF CONTENTS OF PROPOSALS**

All proposals become a matter of public record and shall be regarded as Public Records, with the exception of those specific elements in each proposal which are designated by the proposer as Business or Trade Secrets and plainly marked "Trade Secrets", "Confidential", "Proprietary", or "Trade Secret". Items so marked shall not be disclosed unless disclosure is otherwise required under the Open Records Act. If such items are requested under the Open Records Act, the City will use reasonable efforts to notify the proposer, and it will be the responsibility of the proposer to seek a court order protecting the records, and to defend, indemnify, and hold harmless the City from any claim or action related to the City's non-disclosure of such information.