



CITY ROOTS COMMUNITY LAND TRUST, Inc.

Request for Proposals (RFP)

for the

Supportive Services Provider(s) and Operator(s) of the Pallet Shelter Community at Peace Village

SUBMISSION AND AWARD TIMELINE:

<u>Release Date:</u>	Wednesday, April 9, 2025
<u>Responses Due:</u>	Monday, May 5, 2025 by 4:00 PM
<u>Bidder's Info. Meeting:</u>	Tuesday, April 15, 2025 from 10:00 - 11:30 AM <i>(see below for details)</i>
<u>Award Notification:</u>	Conditional award notification on or after Monday, May 31, 2025, with a formal commitment occurring after Tuesday, June 17, 2025.
<u>Program Start/Term:</u>	Immediately after the Rochester City Council review and approval of funds, which is tentatively scheduled for Tuesday, June 17, 2025, or as soon as the selected organization(s) are able. Funding is available for 12 months.

BIDDER'S INFORMATION MEETING – REQUIRED for ALL APPLICANTS:

<u>Meeting Date:</u>	Tuesday, April 15, 2025 from 10:00 - 11:30 AM
<u>Location:</u>	The meeting will be held via Microsoft Teams – information below.
	Remote Meeting – <u>Microsoft Teams – follow this link on day of meeting.</u>
• Meeting ID:	292 907 423 800
• Passcode:	LW75Jk9T

1.0 RFP and Project Information

Project Background

Through this Request for Proposals (“RFP”), City Roots Community Land Trust is seeking proposals from qualified non-profit and for-profit entities (“Respondents”) to provide services and manage the daily operations of a new emergency shelter, or bridge/transitional housing option in Rochester, New York. Specifically, proposals should describe how Respondents would plan to provide services to the residents, manage operations, and administer and seek additional funding for the Pallet Shelter community at Peace Village, located at 97 Industrial Street, Rochester, NY. City Roots Community Land Trust (CRCLT) is the owner of the land, and is issuing this RFP to secure the services of one or more partners for an initial term of 12 to 36 months. The scope of the work being sought is described in more detail in section [2.0 Scope of Work](#).

Significant effort has been undertaken to develop Peace Village and create a viable asset for the community and for the residents and clients that will eventually live there. Plans for the site include the purchase of the Pallet structures and further development of the site, including infrastructure improvements such as utility connections and necessities like bathrooms, heat, and hot water. The City purchased nineteen structures from Pallet, including fifteen sleeping shelters, two hygiene/bathroom units, one accessible, a community space, and an office. Materials, including specifications and descriptions of the Pallet structures, are included as **Attachment D** to this RFP. Proposals must include a detailed schedule and a specific start date for services and operations. CRCLT will assist organizations selected through this RFP process to create this schedule.

Once complete, the Pallet Project at Peace Village will include a number of structures and a more suitable site design. A Site Plan and Project Detail Sheets are included as part of this RFP (please review **Attachment C – Peace Village Pallet Project Site Plan** and **Attachment D – Pallet Structures Spec/Information Sheets**). All units will be powered and connected to the electric grid, and additional details on the site and structures are listed below:

- Fifteen (15) 64 square foot insulated transitional shelter units – each includes:
 - Two folding bunk beds, mattress pads, a desk area,
 - A heater, air conditioner, and writing/desk area, smoke detector, and a fire extinguisher,
 - Lockable doors, operable windows, and an emergency escape hatch/door.

**Note – Applicants should assume most units will house one person. In some instances, a two-person adult household may be permitted to occupy a single unit, but unrelated individuals should not be housed in one Pallet unit except in very rare circumstances.*
- Two (2) 100 square foot bathroom units – connected to local public water and sanitary sewer services at the site:
 - BR Unit #1 includes two (2) stalls – each stall includes a toilet, shower, and sink,
 - (Accessible) BR Unit #2 includes two (2) stalls with the same features as above, with one accessible stall and one half-bath.
- One 400 square foot community building,
- One 100 square foot office building for staff,
- Site Features:
 - Asphalt driveway with turnaround and two gated exits (swing-gates at driveway egress points),

- Perimeter fencing – 6’ vinyl chain-link fence (chain-link fence with vinyl privacy inserts),
- Concrete pads for all structures,
- Security lighting.

The City of Rochester is prepared to provide funding for eligible supportive and essential services (e.g., case management, housing search/navigation, emergency supplies for residents, some transportation costs, etc.) that will be offered to those living in the Pallet homes, and fund any overhead, operations, or management expenses (e.g. utilities, insurance, security, cleaning and maintenance, etc.) for a maximum of two years. These are detailed more fully in section 2.0 Scope of Work, and examples of eligible expenses are included in the Budget template.

In addition to the Scope of Work, Project Timeline, and Budget, proposals must include detailed service and operations plans, including security considerations and costs. Respondents are expected to develop an annual budget for both the services and operations at the site (see **Attachment A – Operating Budget**). As previously mentioned, the City anticipates providing funding for eligible and reasonable costs for the first year of operations if funding cannot be secured through other means. The successful Respondent must secure funding for operating and overhead expenses beyond the first year. However, if reasonably necessary, the City is prepared to provide funding for reasonable eligible essential and supportive services in year two, and partners that are selected through this RFP should expect to provide services at the site and operate the site in year two. Respondents must indicate, however, how they plan to seek outside funding and information related to eliminating the need for City funding, including a timeline to describe same. Preference will be given to project teams that propose services and operations plans most aligned with the goals and aims laid out in this RFP.

Project Timeline

Activity	Time	Date
RFP Issued	5:00 PM	April 9, 2025
Pre-Proposal Bidder’s Information Meeting (held remotely): Virtual: link (follow on day of meeting)	10:00 – 11:30 AM	April 15, 2025
Responses to Pre-Proposal Meeting Questions Posted Online/Sent to Attendees	5:00 PM	April 18, 2025
Proposals Due	1:00 PM	May 5, 2025
Review Committee Meeting(s)	TBD	May 12-19, 2025
Applicant Follow-Up Meeting(s)	TBD	May 13-16, 2025
Conditional Award Notification	5:00 PM	May 31, 2025
Anticipated Approval of Funding	TBD	June 2025
Earliest Project Start Date	TBD	June 2025

Service Approach and Village Standards

- **Housing First:** The operator must deliver services according to Housing First principles. The basic premise of Housing First is that people are better able to address other challenges in their lives if they first have housing or shelter. Housing First programs are low-barrier to the greatest extent

possible without unnecessary preconditions such as sobriety, criminal history, etc. Services are offered only on a voluntary basis and cannot be a condition of the participant receiving/maintaining the housing/shelter intervention.

- **Harm Reduction:** The operator should assist residents to reduce the negative consequences of their behaviors by providing nonjudgmental health education.
- **Trauma-Informed Care:** Trauma-Informed Care involves recognizing and responding to the effects of trauma. While homelessness itself is traumatic, residents may come to Peace Village and the Pallet Shelters with a plethora of additional traumatic experiences in their past. The operator should incorporate this understanding into the program design and staff training.
- **Village Standards:**
 - Safety – Residents, staff, and surrounding communities should all be afforded every available measure of safety and security. In addition to a locking door on each shelter, site infrastructure includes exterior fencing, locking gates/monitored entrances, and operable security lighting. Proposals must include Security and Operations Plans that incorporate the approach and standards identified in this RFP. Potential operators must enforce a strict policy against smoking or open flames inside shelters. Each Pallet shelter village mandates a zero-tolerance policy toward violence, abuse of power, threats/intimidation, sexual harassment/assault, or discrimination of any kind.
 - Supportive Services – Peace Village and the Pallet Project both exist to provide potential residents and unsheltered persons with a safer, supportive environment, including the services needed to end their unhoused status. Proposals must include adequate and robust service plans, and providers must engage residents in case management with an emphasis on stable housing, publicly available benefits and health care, vital documents like identification, and employment or training opportunities.

Available Funding

Successful proposals will result in a program receiving support from one or more funding sources, including funding from the HOME American Rescue Plan (HOME-ARP) Allocation through the City of Rochester. Services must be offered at Peace Village, and a scope of work follows in the next section, but it is up to the Respondents to establish the details of the site's service, operations, and security plans. Information will be shared about available funding during the Bidder's Informational Meeting, and further details will be provided to Respondents during the interview process.

Qualifying Populations

Qualifying (Eligible) Populations (QPs): Projects must serve all of the QPs, or be able to establish through data and analysis that there is a higher need for one of the populations. HOME-ARP funds must benefit individuals or families from the following qualifying populations:

1. **Homeless**, as defined in 24 CFR 91.5 Homeless (a), (b), or (c);
2. **At risk of Homelessness**, as defined in 24 CFR 91.5 At risk of homelessness;
3. **Fleeing, or Attempting to Flee, Domestic Violence, Dating Violence, Sexual Assault, Stalking, or Human Trafficking**, as defined by HUD Notice CPD-21-10; or
4. **Other Populations**, where providing supportive services or assistance under 212(a) of NAHA (42 USC 12742(a)) would prevent the family's homelessness or would serve those with the greatest risk of housing instability. Includes households earning no greater than 50% AMI and exhibiting

characteristics associated with instability and an increased risk of homelessness, such as high to severe rental housing cost burden (paying more than 30%-50% of gross household income toward housing costs).

Additionally, Peace Village residents/occupants must:

- Not be charged occupancy fees or other charges to occupy a unit;
- Meet the criteria for one of the four qualifying populations;
- Not be subject to a length of stay cap/requirement;
- Be age 18 or over.

2.0 Scope of Work

The selected service provider or providers will be responsible for the overall management and operation of Peace Village, including but not limited to the following services:

1. **Personnel:** Hiring and supervising sufficient staff to operate the services of the transitional shelter/bridge housing community for 7 days a week, including any subcontracts involving security or site maintenance.
2. **Intakes/Exits:** Conducting intake interviews to determine eligibility and conducting individual needs assessments for each resident entering the village. Conducting exit interviews (if possible) when residents leave the program for any reason, and participating in warm handoffs wherever possible for each resident.
3. **Case Management/Services Connections:** Developing housing-focused service plans with each resident. Linking residents to all mainstream and other resources as applicable. Connecting residents to pathways towards permanent housing, including, but not limited to, the Coordinated Entry (CE) system administered by Partners Ending Homelessness (PEH), the local Continuum of Care (CoC). Assisting individuals to meet their basic necessities, complete paperwork, and attend appointments. Scheduling or providing transportation services to appointments when necessary.
4. **Housing Navigation:** Connecting all residents to housing opportunities via CE, Monroe County Department of Human Services, and any other available resources. Collaborating with CE to develop and implement voluntary housing service plans with each resident.
5. **Meals:** Providing residents with information and/or transportation to have at least one meal per day, utilizing community partnerships to the greatest extent possible (food banks, faith groups, etc.).
6. **Safety/Security:** Ensuring the safety and security of the village and its residents by implementing appropriate protocols and procedures, and by hiring security staff and/or remote security services (e.g., CCTV). Promptly responding to possible emergency situations and notifying the other partners and authorities as needed. Safety and security should be incorporated into existing policies and procedures. Security costs should be included in the budget, and appropriate backup should be submitted to substantiate those numbers. This may include quotes from security companies, a description of their experience working with this population or on similar projects, and any other relevant information.
7. **Facility Maintenance:** Overseeing the maintenance of Peace Village to ensure a clean, well-organized, and safe living environment. The site is subject to review by CRCLT, the Peace Village Board, the City, and other stakeholders at any time.

8. **Collaboration/Community Engagement/Participation in CoC:** It is expected that the successful proposer will collaborate with a variety of entities, particularly the Peace Village Board and Partners Ending Homelessness (PEH). Partnership with PEH, the local Continuum of Care, will include, but not be limited to, data collection and reporting through the Homeless Management Information System (HMIS), conducting VI-SPDATs and referring clients to the prioritization list/coordinated entry, regular attendance at the Homeless Services Network (HSN) meetings, participation in the annual Point-in-Time Count, and involvement in ad hoc committees as appropriate. A successful Respondent will establish partnerships with City and County departments and nonprofit providers to develop and facilitate referral processes for clients to access available support systems. Additionally, the successful Respondent will assist the Peace Village Board with educating and engaging the general public on the Pallet Shelter community at Peace Village to foster positive relationships between residents and the surrounding neighborhood. Lastly, the successful Respondent will be required to maintain a collaborative relationship between its project team and the City's Homeless Outreach Team.
9. **Data Collection/Reporting:** The selected proposer will contract with PEH to participate in HMIS. The successful Respondent will collect and enter client-level data into HMIS according to the policies and procedures established by PEH. The successful Respondent will submit narrative and data reports on a set schedule, no less than quarterly. The successful Respondent will evaluate the program in collaboration with Peace Village Board and other necessary parties to determine opportunities for improvement. Metrics will include, but not be limited to, the following:
 - I. Number of people served and demographic information;
 - II. Program participants receiving other supportive services; and
 - III. Bed-nights of bridge housing provided.
 - IV. Outcomes:
 - a) Number of individuals served;
 - b) Location upon exit;
 - c) Average length of stay;
 - d) Total number of bed-nights provided during the quarter (occupied bed-nights); and
 - e) Total number of available bed-nights that were left vacant.
10. **Record Keeping:** The selected Proposer will maintain detailed client, services, financial, and occupancy records and make them available to CRCLT, City, and PEH staff as requested.
11. **Fundraising:** The selected Respondent is expected to actively fundraise by responding to RFQs/RFPs/NOFAs/etc., to support the proposed activities and operations at Peace Village. Project operating and service costs will be fully funded by the City of Rochester during year one, but other funding must be used to pay for expenses starting the first day of the 13th month of operations. The team selected through this RFP will need to commit to providing services and operating the project in years one and two, and arrange for its own fundraising activities.

NOTE: Respondents should identify and include any services or features that were not included in the scope above that they deem necessary to achieve the goals of this RFP and best serve the residents of Peace Village. However, funding may not be available to carry out additional services in year one.

3.0 Submission Requirements

Proposal Format: Proposals must contain the following information, and should be submitted electronically to Paul Minor (see contact information at end of RFP). Each numbered section below should be clearly identified and labeled, and submitted as separate files:

1. Cover Letter:

- a. Please provide the Respondent's name, address, and telephone number. The letter must be signed by a representative authorized to enter into contracts on behalf of the Respondent (or Respondents). If more than one agency is involved in the proposal, please identify if one is acting as the lead agency, and the nature of the relationship between the two organizations.

2. Qualifications (narrative):

- a. Provide specific information concerning the Respondent's experience with the services specified in this RFP and the population(s) that are most likely to live at Peace Village. Proposals should include examples of comparable projects, programs, and initiatives.
- b. Documented evidence of the Respondent's qualification for this project and capacity to perform the work should be described herein, including certifications and/or licenses as appropriate and information about prior contracts similar to that being solicited.
- c. Include complete descriptions of any and all collaborative relationships with local organizations that are to be formed for this project. For collaborative proposals, include complete organization documentation for each organization on the team, not only for the lead organization.
- d. Prior experience operating a shelter or other housing intervention service is highly desired. However, significant experience serving the target population in another capacity may suffice. Highlight any experience operating emergency, transitional, or supportive housing, and each organization's role within those projects.
- e. Prior experience participating in a homeless CoC, particularly using HMIS software, is highly desired but not required.

3. Organization Profile (narrative):

- a. Provide a brief description of your company, including business structure, address, the total number of employees, overall industry experience, certifications, affiliations, and relevant experience. Support your capacity to perform the services detailed in this RFP.

4. Project Approach and Service Profile (narrative):

- a. Provide a detailed description of the proposed service(s), the intended impact of the service on homeless individuals and families and/or those at-risk of homelessness, and a service evaluation strategy. The narrative must address, at a minimum, the following program elements:
 - i. Statement of Priorities and Policies regarding selection of and service to clients, including intended impact of services on homeless individuals and families and those at risk of homelessness;
 - ii. Alignment with the goals and priorities as outlined in this RFP, and how your approach to this project aligns with the service practices described above (Housing First, Harm Reduction, etc.);
 - iii. Profile of persons to be served and projected number(s) to benefit from each proposed service;

- iv. A timeline that incorporates dates outlined in this RFP and identifies appropriate assignments, tasks, and activities to achieve stated outcomes. Respondents must include a project start date or target date for when services and operations will begin at Peace Village;
- v. A written description of the data collection and evaluation activities in which the Respondent will engage to ensure project results meet stated objectives.
- b. Provide a detailed staffing narrative, identifying the project staff to be hired as direct employees of the lead, and if applicable, any subcontracting agency(s) plus detail on the number of caseworkers, administrative support staff and any other staff positions identified as necessary to carry out the project. Please include a statement of capacity to provide direct client services in languages other than English. Applicants proposing programs that include subcontractors will be expected to enter into a formal agreement between organizations.
- c. Provide a security and operations plan for Peace Village, or submit a plan currently in use in a similar project, that will be maintained and followed by staff, contractors, and residents of Peace Village.

5. Operating Budget and Budget Narrative (narrative & Attachment A):

- a. Respondents must submit an operating budget and an accompanying budget narrative, and are encouraged to use the Budget template included in Attachment A. Identify the project operations, administration, and service expenses, and include any justification or rationale for those assumptions and estimates (e.g., shelters managed by the applicant have similar costs, quote from insurance provider). Use the note sections on the budget template to identify the basis for the expenses (e.g., hourly wage, annual hours, quotes, comps, etc.). In addition to addressing the Scope of Work, all budgets must include:
 - i. Liability Insurance – Liability Insurance including coverage for premises/operations, products/completed operations, contractual liability independent contractors, broad form property damage, and personal injury, in the amount of \$5,000,000 per occurrence and \$5,000,000 aggregate for 97 Industrial Street/the Pallet Community at Peace Village. The amount of insurance may be satisfied by purchasing a separate excess umbrella liability policy together with lower limit primary coverage. The City and CRCLT will each be required to be added as an additional insured.
 - ii. Operating and Replacement Reserves – The Operating Reserve must be at least 5% of total annual operating costs. The Replacement Reserve is fixed at \$500 per unit, per year. Both reserves are automatically calculated in the Budget Template.
 - iii. Taxes – City and County taxes total approximately \$1600 per year.
 - iv. Security – Cost of security at the site. This expense must be accompanied by backup documentation, such as a quote or estimate from a subcontractor.
 - v. Utilities – CRCLT is awaiting confirmation from Pallet Co. to determine the electricity consumption of the units. Based on usage at other Pallet communities, a placeholder that includes \$10 per unit per day is included in the budget.
 - vi. CRCLT Admin. Fee – As the recipient of the City's funding, CRCLT is entitled to a fee to compensate for reasonable and necessary costs incurred for eligible expenses associated with administration of the funds. CRCLT will provide

documentation substantiating the expenses, and the fee will be capped at a maximum of 6% of the total project funding.

- vii. Respondents must ensure that the expenses in the budget are sufficient to address all aspects of the Scope of Work, and that services proposed adequately support the anticipated population and clientele of Peace Village. This includes Case Management, Housing Search and Navigation, HMIS/Data Collection and Entry, etc.
- b. A budget narrative including consultant staff hours, salaries and billing rates, equipment, etc. is required as part of the application. Provide information on staff and overhead costs, and indicate if staff expenses are for existing or new positions. Any proposal requesting indirect costs above 10% of the total grant amount must include a copy of a previously approved Monroe County Department of Human Services indirect cost rate agreement.
- c. Other Considerations: Does the Respondent have other sources of funding that will support the sustainability of this program? If so, please detail the source and the terms for when the funds will be available for the project. Describe what the Respondent is doing to attract, develop, and leverage a variety of financial, volunteer, and other in-kind resources to support the project. What work will be completed in year one to ensure financial success in year two?

6. References:

- a. Please include at least three (3) references, including name, address, telephone number, and email, for whom similar services have been provided. References may include other CBOs, municipal agencies, etc.

The proposal must include all requirements as listed and correlate to the Scope of Work outlined under this RFP.

4.0 Selection Process

A selection committee (“Selection Committee”) will screen the proposals received in response to this RFP. The Selection Committee will review only the proposals that it considers responsive to the RFP. Any proposal that fails to meet the RFP's requirements, in the Selection Committee’s discretion, will be regarded as non-responsive and may be rejected. A proposal that is in any way incomplete, irregular, or conditional may be rejected. The following criteria will be used in the evaluation of the potential consultants:

1. Qualifications
2. Approach
3. Experience and references
4. Proposed costs

The review committee may meet or interview any or all of the proposers during the evaluation process, at its discretion. A contract will be negotiated with one or more qualified entities selected during the evaluation process. Proposals not selected in the evaluation process may be awarded a contract should negotiations with the selected Proposer(s) prove unsuccessful. The Selection Committee and CRCLT reserve the right to reject any and all proposals for any reason whatsoever and reserve the right to waive any non-substantive defects in the proposals.

5.0 Attachments

1. Attachment A – Budget Template
2. Attachment B – Cover Sheet Template
3. Attachment C – Peace Village Pallet Community Site Plan
4. Attachment D – Pallet Structures Specifications/Information

6.0 Evaluation Criteria & Scoring

Selection of proposals will adhere to local and federal standards, including from the Continuum of Care and regulations relative to funding sources (e.g. HOME-ARP), and will score proposals based on the following categories:

Program Proposal Evaluation Criteria Elements	Maximum Point Value
1. Responsiveness to the Service Approach and Scope of Work.	10
2. Anticipated impact of proposed project on advancing or expanding services and reducing the frequency or duration of homelessness.	15
3. Soundness and efficacy of the proposed project and incorporation of low-barrier and harm-reduction informed policies, design principles, and programming.	15
4. Demonstrated engagement in strategic and sound collaboration with community partner(s).	10
5. Feasibility of proposed project, including reasonable financial projections, site control, adequate fundraising capacity and infrastructure, and a viable operating plan and projections.	25
6. Consultant's and team's demonstrated capacity for emergency shelter, transitional, and/or bridge housing development, fundraising, and management, including the provision of essential services, based on relevant experience and reference checks.	25
7. Additional points for projects and teams that can stand up the program/site quickly.	10
TOTAL	110

Applicants are encouraged to reach out to Paul Minor (CRCLT) with questions or comments:

Paul Minor, Board Member/Treasurer
City Roots Community Land Trust
585.208.0054
minorarch@aol.com

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