



CITY OF CLEVELAND  
Mayor Justin M. Bibb

*Request for Proposal*

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# A Home for Every Neighbor

Coordinated Outreach, Engagement,  
& Rehousing

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601 Lakeside Ave. E | Cleveland, OH 44114 | 02/23/2024





**A Home for Every Neighbor:**  
*Coordinated Outreach, Engagement and Rehousing Request for Proposals*

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## I. Introduction and Background Information

The City of Cleveland has a goal of significantly reducing unsheltered homelessness by facilitating immediate access to low barrier permanent housing and supports to people experiencing unsheltered homelessness. In December, a total of 252 individuals were experiencing unsheltered homelessness in Cleveland. Nationally, cities have successfully housed their unsheltered residents by focusing on a **housing central command** model with expanded outreach, engagement and housing placement capacity in the City. In order to identify and promote housing placement models that work best in Cleveland, the City is seeking professional services to provide housing-focused outreach and connect 150 or more people living in unsheltered settings as quickly as possible to permanent housing with necessary supports needed to end their homelessness and remain stably housed.

## II. Scope of Services

The City of Cleveland's Department of Community Development ("CD") is issuing this Request for Proposals (hereinafter "RFP") and invites interested service providers to submit their proposal for housing-focused outreach and engagement in geographically-targeted areas of the City followed by rapid rehousing placements using existing and new, City-sponsored housing resources. This model is referred to throughout the RFP as a **housing central command** approach. The primary focus of the Every Neighbor RFP is to engage people residing in unsheltered locations and connect them to services and permanent housing.

The RFP includes a budget of \$2,000,000 over 12-18 months from City of Cleveland general revenue funds. The anticipated grant term will be 12-18 months starting 5/1/2024. The City of Cleveland will actively work to ensure sustainable funding exists for continuing this work at the same level after the period of performance of this initial award.

The City anticipates making up to 2 awards under this RFP and is open to innovative approaches that combine elements of outreach and engagement,

mental health and healthcare service coordination, basic needs service provision, housing navigation, and housing placement targeted to unsheltered persons in public spaces throughout the City of Cleveland. Joint submissions are welcome, but not required. The City strongly encourages various service providers, referred to in this RFP as “vendors, proposers, or service providers,” to work together to submit a single proposal.

The housing central command proposals, inclusive of housing-focused outreach and rehousing actively managed to support rapid housing placement goals, should support basic health and safety needs but put an intentional focus on rapidly connecting people to permanent housing. Services should include housing assessments, obtaining ID, obtaining social security cards, obtaining homeless verification documents, obtaining a security deposit, obtaining application fees, providing necessary financial assistance if needed, assisting participant(s) in navigating any challenges related to the housing process (application and/or inspection process, landlord negotiation), participating in case conferences, providing transportation to tour available units, and other supportive services that assist a participant to achieve the stability to secure housing. The City is seeking proposals that develop structured, intensive efforts to engage individuals and households in City-defined unsheltered living locations and support pathways to safe permanent housing solutions in the City of Cleveland in a targeted time from referral to move-in of 60 days for the persons in each defined location of unsheltered living.

### **Anticipated Timeline**

Listed below are specific and estimated dates and times of actions related to this Request for Proposals (“RFP”). The actions with specific dates must be completed as indicated unless otherwise changed by the City of Cleveland (“City”). In the event that the City finds it necessary to change any of the specific dates and times in the calendar of events listed below, it will do so by issuing an addendum to this RFP. There may or may not be a formal notification issued for changes in the estimated dates and times.

Milestone	Timeframe
RFP Solicitation	February 23, 2024
Deadline for Questions to <a href="mailto:gventre@clevelandohio.gov">gventre@clevelandohio.gov</a> and <a href="mailto:ecollins@clevelandohio.gov">ecollins@clevelandohio.gov</a>	March 8, 2024
City distribution of Responses to Vendor RFP clarifications	March 15, 2024
RFP Proposals Due	March 25, 2024
Review of Proposals by Committee (as defined herein)	March 26-March 29, 2024
Interviews conducted with identified finalist Vendors (if necessary)	April 2-4, 2024
Selected Vendor(s) contacted	April 5, 2024
Anticipated Contract Start Date	May 1, 2024

### III. Project Schedule & Deliverables

#### The deliverables required:

- Design and manage a **housing central command** approach that actively oversees core functions of outreach, engagement, housing identification and linking participants to housing within 30-60 days.
- Provide coordinated outreach and navigation services to 150 individuals who are residing in unsheltered living environments located throughout the City of Cleveland. All participants should have a defined housing resolution strategy identified within an average of 30 days, with the ultimate destination being to permanent housing within 60 days;
- Monthly reporting in the Cuyahoga/Cleveland CoC's HMIS on the following performance measures:
  - Number of persons contacted/screened
  - Number of persons in active engagement
  - Number of persons receiving housing assessments;
  - Number of persons receiving housing navigation services;
  - Number of persons receiving health and wellness services;
  - Number of individuals and associated households exited to a successful housing outcome;
  - Average number of days from unsheltered living site assessment start date to housing referrals;

- Average number of days from housing identification to move-in;
- Demographic information per person served.
- Quarterly reports on program outcomes and any necessary changes to achieve the goal of housing.

#### IV. Proposer Qualifications

**Note:** In order to be considered, it is required that non-profit organizations have completed an internal audit or a review of certified financial statements within the last 18 months.

#### The Proposer must agree to the following:

- Cover a geographic area assigned by the City of Cleveland with a dedicated outreach team. Frequency and intensity of direct site visits may fluctuate with the size of the unsheltered living location;
- Participate in regular outreach meetings among City officials and City-contracted outreach providers. Coordinate with other outreach teams in the Cleveland/Cuyahoga Continuum of Care, City staff in the Community Relations Department, and safety specialists or public safety personnel, as necessary; and
- Once housing placements have been secured and the Outreach Team has completed its work within a specifically designated unsheltered living site pursuant to the agreed upon program model, the City may clean and close the site and store any remaining personal property for a period of 30 days with posted notice regarding storage location.

#### V. Proposal Contents: Statement of Work

- A. Description limited to three pages of the anticipated coordinated outreach program model to achieve permanent, sustainable housing. At a minimum, this description should include the following elements:
  - **Staffing.** Identify the staffing configuration of the outreach team proposed for the work, including reference to skill sets, education, licensure, cultural competency, and supervision. Provide a description of how teams within the project -- outreach staff, landlord recruitment/housing identification staff, and housing central command management staff, will be supported administratively and clinically within the proposer's existing agency

- structure. List the specific number of full-time equivalent (FTE) positions proposed and at what direct service, management and supervisory levels.
- **Housing Central Command.** Describe your approach to oversight and management of the initiative to support separate outreach and housing teams who are working collaboratively to facilitate rapid housing placements. While the outreach team should be completely participant focused, the housing team's primary function is to engage, recruit, and maintain an active supply of landlords with housing units available for immediate lease-up.
  - **Engagement & Assessment.** Describe the proposed approach for engagement and assessment that supports a comprehensive understanding of participant housing history, housing barriers, housing goals, and long-term housing sustainability plans.
  - **Service Coordination.** Describe existing supportive service partnerships or plans to establish new partnerships that leverage existing community-based resources and supports beyond those funded by this City grant or offered by the proposer's agency.
  - **Housing Navigation.** Describe plans for document collection and management related to participant identification, verification of housing status and disability (if applicable), and application support for housing opportunities. Include any detail regarding the proposer's knowledge of existing housing market and homelessness system protocols, such that the proposer is especially well positioned to support participants in navigating the complexities of those systems and achieving successful housing placements within 60 days.
  - **Data Reporting.** Describe plans for submission of timely, complete, accurate reports via HMIS and any City-defined templates. Include detail about internal agency protocols for managing data quality and ensuring a data quality review process is followed.
- B. Description limited to two pages of the procedural steps to be taken systematically when addressing a public, geographically defined unsheltered living location to activate successful housing placements. These steps should be structured to address the following:
- **Assessment protocols** to document unsheltered resident needs and match housing and/or service response to identified participant needs

and goals (i.e. how will proposer's determine which specific housing strategy is a best fit for each individual?);

- **Differences in outreach, engagement and rehousing approaches** based on the nature of the unsheltered setting. What are the activities and outcomes necessary to activate successful housing placements when working with a definable location of 1-3 persons who are bedded down with a sustained presence of more than one week and any difference in the activities and/or outcomes necessary to activate successful housing placements when working with a definable location of 4 or more persons using structures for sustained habitation or evidence of bedding down with a sustained presence of more than one week;
- A **communication plan** to brief City staff and elected official staff after site assessment that includes a schedule or timing for the proposed response and housing placement(s).

C. A proposed budget.

- Proposers should fill out the attached budget template as part of their submission.

D. A one-page description of your staffing and/or subcontracting plan, including:

- A description of your organization's approach to on-boarding, training and coaching staff to ensure that they are proficient in delivering housing focused outreach;
- Plan and timeline for hiring new staff;
- A plan to integrate people with lived experience of homelessness into the design and delivery of services;
- A detailed strategy to identify and address racial disparities in program outcomes;
- A plan to serve non-English speaking clients; and
- A description of how your organization ensures individuals that identify as Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+) receive services free from discrimination.





## **VI. Proposal Submission, Conditions, Schedule, Processing**

### **Vendor Proposal Guidelines**

#### **Intent**

It is the intent of the City through this RFP to establish to the greatest possible extent complete clarity regarding the requirements of both parties to the agreement resulting from the RFP.

Before submitting a proposal, the Vendor shall be thoroughly familiar with all conditions referred to in this document and any addenda issued before the proposal submission date. Such addenda shall form a part of the RFP and shall be made a part of the contract. It shall be the Vendor's responsibility to ascertain that the proposal includes all addenda issued prior to the proposal submission date.

The Vendor shall determine by personal examination and by such other means as may be preferred the actual conditions and requirements under which the agreement must be performed.

#### ***Basis for Award, Evaluation Criteria, and Questions***

The City is not obliged to accept any proposal if deemed not in the best interests of the City to do so. The City shall make award to the qualified proposal responder based on fees submitted and response to this RFP. Failure to include in the proposal all information outlined herein may be cause for rejection of this proposal.

The City reserves the right to accept or reject any and all proposals, in whole or in part, that is deemed to be in the best interest of the City at its sole discretion.

The City reserves the right to waive any informalities or irregularities in proposals.

The City reserves the right to negotiate separately the terms and conditions of all or any part of the proposals as deemed to be in the City's best interest at its sole discretion.

Information and/or factors gathered during interviews, negotiations and any reference checks, and any other information or factors deemed relevant by



the City, shall be used in the final award. The final award of a contract is subject to approval by the City of Cleveland, Board of Control.

The City assumes no liability for any costs incurred in preparing or submitting any proposals.

### ***Award of Contract***

Award of contract will be made to one or more Vendor(s) whose proposal provides the most favorable solution to the City. The Vendor shall be deemed as having been awarded a contract when the formal notice of acceptance of his proposal has been duly served upon the intended awardee by an authorized agent of the City.

### ***RFP Clarifications***

If any person contemplating submitting a proposal is in doubt as to the true meaning of any part of this RFP, the individual may submit to the City a written request for an interpretation thereof. The person submitting the request will be responsible for its prompt delivery. Any interpretation will be made only by an addendum. Failure on the part of the proposal responder to receive a written interpretation before the submission deadline will not be grounds for withdrawal of proposal. Vendor will acknowledge receipt of each addendum issued by stating so in its proposal. No oral explanation or instruction of any kind or nature whatsoever given before the award of a contract to a Vendor shall be binding.

***All inquiries regarding this proposal must be written and should be emailed to:***

Department of Community Development & Office of the Mayor

Attention: Gina Ventre and Emily Collins

Email: [gventre@clevelandohio.gov](mailto:gventre@clevelandohio.gov) and [ecollins@clevelandohio.gov](mailto:ecollins@clevelandohio.gov)

Inquiries regarding this RFP will be accepted no later than 5:00pm EST on March 8, 2024.

Vendors should monitor the City's website for addenda to the RFP prior to the closing and include signed addenda with their RFP response.

### ***Advice of Omission or Misstatement***



In the event that it is evident to a Vendor responding to this RFP that the City has omitted or misstated a material requirement to this RFP and/or the services required by this RFP, the responding Vendor shall advise the Contact identified in the "RFP Clarifications" section above of such omission or misstatement.

### ***Confidential Information***

Information contained in the Vendor's proposal that is company confidential must be clearly identified in the proposal itself. The City will be free to use all information in the Vendor's proposal for the City's purposes. The Vendor understands that any material supplied to the City may be subject to public disclosure under the federal Freedom of Information Act or the Ohio Public Records Act.

### ***Confidentiality Statement***

Any information, including materials, drawings, designs, documentation, and other property or data, disclosed to the proposal responder shall not be used, reproduced, appropriated, or otherwise disseminated to anyone other than the City.

### ***Tax Exempt Status***

The City is exempt from Ohio State sales and use taxes on materials and equipment to be incorporated in the work. Tax Payer ID No. 34-6000646. Said taxes shall not be included in the RFP.

### ***Reserved Rights***

The City reserves the right to waive any irregularities: accept the whole, part of, or reject any or all quotations; and to select the firm which, in the sole opinion of the City, best meets the City's needs. The City also reserves the right to negotiate with potential Vendors so that the City's best interests are served.

### ***Advertising***

Vendor shall not advertise or publish the fact that the City has placed this order without prior written consent from the City, except as may be necessary to comply with a proper request for information from an authorized representative of a governmental unit or agency.

***Trademarks***

The City warrants that all trademarks of the City requests the Vendor to affix to articles purchased are those owned by the City and it is understood that the Vendor shall not acquire or claim any rights, title, or interests therein, or use any of such trademarks on any articles produced for itself or anyone other than the City.

***Right to Request Additional Information***

The City reserves the right to request any additional information that might be deemed necessary after the completion of this document.

***Right of Refusal***

The City reserves the right to refuse any or all proposals in their entirety, or to select certain professional services, equipment or software products from various Vendor proposals, based on the interests of the City.

***Proposal Preparation Costs***

The Vendor is responsible for any and all costs incurred by the Vendor or his/her subcontractors in responding to this RFP.

***Pricing Eligibility Period***

All Vendor proposals are required to be offered for a term not less than 180 calendar days in duration. A proposal may not be modified, withdrawn or cancelled by Vendor during the 180-day time period following the time and date designated for the receipt of proposals.

***Additional Charges***

No additional charges, other than those listed on the Price Form, shall be made.

***Right to Pertinent Materials***

All responses, inquiries, and correspondence relating to this RFP and all reports, charts, displays, schedules, exhibits and other documentation produced by the Vendors that are submitted as part of the proposal shall become the property of the City upon receipt, a part of a public record upon opening, and will not be returned.



The City reserves the right to accept any bid, to reject any or all bids, to waive any irregularities in the bidding and to accept any bid in the best interests of the City.

### ***Proposal Pricing and Fees***

1. The City requests Firm Fixed Prices (FFP) in the format shown on the Price Form in Exhibits A through Exhibit G.
2. The total price given in the Price Form shall include all cost, including but not limited to, insurance, travel, telephone and other direct costs, to provide services and deliverables identified in the Statement of Work and to complete the Deliverables sections of this RFP.

### ***Compliance with the Cleveland Area Business Code***

The City of Cleveland is committed to providing opportunities for minority-owned businesses, female-owned businesses, and Cleveland-area small businesses to participate in City contracting. The City intends to contract with a Vendor that shares that commitment.

The standard subcontracting goal for professional services contracts is 10% Cleveland Area Small Business (“CSB”) subcontractor participation. Please review any attached documents to review the goal for this contract.

Proposers are required to make a good faith effort to subcontract with certified Minority Business Enterprise (“MBE”), Female Business Enterprise (“FBE”) and CSB firms in line with the applicable subcontracting goals included in this request for proposal.

To document its good faith effort to use certified MBE, FBE and CSB sub-consultants each proposer must complete Schedules 1 through 4 found in the Cleveland Area Business Code Notice to Bidders and Schedules. These schedules document the use of MBE, FBE and CSB subcontractors on the project, as well as the good faith effort of the Vendor in seeking the participation of certified sub-consultants on the proposed work. The completed forms will be forwarded to the City for evaluation. Failure to submit complete schedules may result in the rejection of your proposal.



Proposers can obtain information on CSBs, MBEs and FBEs that are certified by the City by checking the City's website at <http://www.city.cleveland.oh.us>.

From the home page, select Office of Equal Opportunity from the drop down box of City Departments. On the Office of Equal Opportunity page, you will find a selection in the left hand column for the CSB/MBE/FBE Registry.

Proposers are responsible for obtaining the most current list and for contacting potential CSB/MBE/FBE sub-consultants. The City assumes no responsibility for matching prime consultants with qualified MBE, FBE, and/or sub-consultants.

The participation of MBE, FBE, and/or CSB sub-consultants will be monitored by Community Development throughout the duration of the project. The successful Vendor will be responsible for providing Community Development with any and all information necessary to facilitate this monitoring.

The *Cleveland Area Business Code*, Chapter 187 of the Codified Ordinances Cleveland, Ohio, 1976, any *Regulations* promulgated under the *Code*, and the *CD Notice of Bidders & Schedules* are incorporated in and made part of this solicitation and any resulting contract, by this reference, as fully as if attached.

### ***Equal Opportunity Clause***

No Proposer shall discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, gender identity or expression, national origin, age, disability, ethnic group or Vietnam-era or disabled veteran status. Contractors shall take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to race, religion, color, sex, sexual orientation, gender identity or expression, national origin, age, Disability, ethnic group or Vietnam-era or disabled veteran status. As used in this chapter, "treated" means and includes without limitation the following: recruited whether by advertising or other means; compensated, whether in the form of rates of pay or other forms of compensation; selected for training, including apprenticeship, promoted, upgraded, demoted, transferred, laid off and

terminated. Contractors shall post in conspicuous places available to employees and applicants for employment, notices to be provided by the hiring representative of contractors setting form the provisions of this nondiscrimination clause.

### ***Proposal Submission and Format***

To facilitate the analysis of responses to this RFP, the Vendor is required to prepare their proposals in accordance with the instructions outlined in this section.

Proposals shall be prepared as simply as possible and provide a straightforward, concise description of the Vendor's capabilities to satisfy the requirements of the RFP. Proposers should focus their response on accurate, complete and clear content. All parts, pages, figures, and tables should be numbered and labeled clearly.

### ***Late submissions will not be accepted or reviewed.***

Do not contact any other City officials while responding to this RFP. Failure to adhere to this prohibition may result in rejection of the RFP response by the City selection team.

## **VII. Submission Process and Selection Criteria**

The Due Date for proposals is 5:00pm on March 25, 2024. Sealed proposals may be mailed or delivered to the address below and must be identified on the outside of the envelope(s) as: Coordinated Outreach, Engagement, and Rehousing for the City of Cleveland:

**Attention: Director Alyssa Hernandez  
Department of Community Development  
City of Cleveland  
601 Lakeside Avenue, #320  
Cleveland, Ohio 44114.**

### ***Please submit:***

- a) Narrative Proposal: One original set, and three copies, of the following:



- i) On letterhead, a description of the Vendor's organization, including credentials and background of all key staff members, and a description of its history and experience with performing coordinated outreach, engagement, and rehousing of unsheltered homeless;
  - ii) On letterhead, a general statement of the approach to be taken to the Statement of Work (elements listed in Section V of this RFP), and a detailed overview of the timeline and planned deliverables over the timeline to meet the described goals and requirements of the Statement of Work, including a description of the metrics and indicators that will be used to monitor progress toward stated goals;
  - iii) On letterhead, three current references;
  - iv) Completed OEO Vendor Forms;
  - v) Non-Collusion Affidavit;
  - vi) Non-Competitive Bid Contract form
  - vii) W-9; and
  - viii) Northern Ireland Fair Employment Practices Disclosure.
- b) Budget Proposal: In a separate envelope, one original set, and three copies, of the following:
- i) Completed copy of the Cost Form attached to this RFP. Costs should include the complete costs for all procedures and deliverables required to achieve all stated goals in the Statement of Work within the proposed schedule provided in the Narrative Proposal.

***The Cost Proposal should be submitted in a separately sealed envelope from the Technical Proposal.***

***Failure to submit the Cost Proposal in a separately sealed envelope will result in disqualification of the Vendor's proposal response.***

### ***Evaluation Process and Criteria***

**Minimum Criteria** that all Vendors must meet in their responses are as follows:

- a) RFP response submitted by the due date



- b) Cost proposal submitted in a separately sealed envelope
- c) The RFP response signed by a company officer

Submissions meeting the Minimum Criteria described above shall be reviewed by a committee appointed by the Department of Community Development (the "Committee") that shall consist of City of Cleveland employees across several Departments and Offices, including the Mayor's Office, Community Development, Public Health, Community Relations, Economic Development, Public Safety, and Public Works.

Submissions will be reviewed for completeness, experience, financial management capacity, program design, commitment to the goal of housing, and promotion of equity and inclusion. The Committee will evaluate and rank the proposals.

The Director of the Department of Community Development, at the Director's sole discretion, may require any Proposer to augment or supplement its proposal or to meet with the City's designated representatives for interview or presentation to further describe the Proposer's qualifications and capabilities.

Information and/or factors gathered during interviews, negotiations and any reference checks, and any other information or factors deemed relevant by the City, shall be used in the final award. The final award of a contract is subject to approval by the City of Cleveland, Board of Control, availability of funds, and City Council approval.

The City reserves the right to select one proposal, more than one proposal, or reject all proposals.

The City reserves the right, at its sole discretion, to reject any proposal that is incomplete or unresponsive to the requests or requirements of this RFP. The City reserves the right to reject any or all proposals and to waive and accept any informality or discrepancy in the proposal or the process as may be in the City's best interests.



**VIII. Award of Contract**

Award of contract for the program will be made to one or more Vendor(s) whose proposal provides the most effective approach to the City. The Vendor shall be deemed as having been awarded a contract when the formal notice of acceptance of the proposal has been duly served upon the intended awardee by an authorized agent of the City.