



REQUEST FOR PROPOSAL

9544.0000 RFP Affordable Housing Planning Project Manager

Request for Proposal No. 9544.0000

Date of Issue: October 22, 2024

Proposal Closing Date: November 1, 2024, at 5:00 p.m. mountain time.

Proposal to be returned PRIOR TO date and time above.

SUBMIT TO:

Keystone Policy Center

Via email: Van Schoales vschoales@keystone.org

and Addie Fischer afischer@keystone.org

This request for proposal process allows Keystone Policy Center to select a consultant that best meets the needs of Keystone Policy Center and Adams County, taking into consideration responder qualifications, price, products, and service capabilities.

REQUEST FOR PROPOSAL

9544.0000 RFP Affordable Housing Planning Consultant – Adams County Colorado

INSTRUCTIONS TO RESPONDERS:

1. Responders to this Request for Proposal (“RFP”) must submit their proposals electronically in the format as outlined in this solicitation.
2. All acceptable proposals must provide the required information in the order presented. Responders may provide additional supporting documentation pertinent to clarification of the proposal.
3. Keystone reserves the right to:
 - Reject any and all proposals received as a result of this RFP.
 - Negotiate changes in the scope of work or services to be provided.
 - Withhold the award of contract.
 - Select the consultant it deems to be most qualified to fulfill the needs of Adams County. The consultant with the lowest proposal will not necessarily be the one most qualified, since a number of factors other than price are important in the determination of the most acceptable proposal.
4. The selected consultant shall not assign or transfer any interest in the contract without prior written consent of Keystone Policy Center.
5. Keystone Policy Center shall not be liable for any costs incurred by the consultant in the preparation and production of the proposal or for any work performed prior to the execution of a contract.
6. The selected consultant will be required to enter into a written contract with Keystone Policy Center.
7. The proposals will be reviewed by Keystone Policy Center staff. Keystone may request additional information from Responders or request personal interviews with one or more Responders. Final evaluation and selection may be based on, but not limited to, any or all of the following:
 - Information presented in the proposal
 - Ability of the consultant to provide quality and timely services
 - Qualifications and experience of the consultant.
 - Total cost.
 - Ability to meet timelines.

SPECIFICATIONS/SCOPE OF WORK

Background

This project will provide all interested school districts located in Adams County with a feasibility study concerning creating housing opportunities for their educators. The study will cover whether housing can help with recruiting and retention (especially with BIPOC, female, and non-married educators), improve financial outcomes for both educators and districts, and extensively address the various housing options that districts could pursue. School leaders, as well as philanthropic organizations, can leverage this critical information to justify investments and allocating resources, such as school district land, to create housing for educators.

School leaders have identified the cost of housing as one of the biggest threats to education in Colorado presently. However, most (if not all) school districts in the state lack the necessary resources to put together analysis and plans on how they can provide subsidized housing. Allowing school districts in Adams County to consolidate

their efforts will create tremendous scale and offer opportunities that are not available to individual districts.

Keystone Policy Center will serve as the Subrecipient of the grant funds from Adams County supporting this project. All school districts with students in Adams County will be eligible to participate. Keystone will hire a contractor to serve as Project Manager that can demonstrate that school districts are excited to partner with their organization for this process.

Context: Educators can no longer afford to live in Adams County

Adams County grapples with acute housing affordability issues, posing significant challenges for its residents. Rapid population growth and economic development have intensified demand for housing, leading to a widening gap between supply and affordability. [For educators, this crisis is particularly acute](#), as they struggle to secure housing within their means despite their crucial role in the community.

Statistics reveal the severity of the situation for teachers in Adams County. According to recent data, the median home price in the county has surged by over 15% in the past year, far outpacing income growth for educators. Furthermore, rental rates have skyrocketed by approximately 10%, placing an immense burden on teachers who often earn modest salaries compared to the rising cost of living.

The consequences of this affordability crisis extend beyond financial strain. Many teachers are forced to endure long commutes or overcrowded living situations, impacting their well-being and effectiveness in the classroom. Moreover, the instability of housing tenure undermines teacher retention efforts, exacerbating educational disparities and disrupting school communities.

Addressing the housing affordability challenges in Adams County requires urgent and coordinated action. By implementing targeted measures to increase the supply of affordable housing, supporting initiatives to raise educator salaries, and fostering partnerships between stakeholders, the county can work towards creating a more sustainable and inclusive community where teachers can afford to live and thrive.

Opportunity: Adams County can lead the nation on educator housing and transform its community

In the United States, no metro area-based county has successfully created affordable housing for its educators at scale. Adams County - which rightfully prides itself on being “the most innovative and inclusive county in America” - has an opportunity to create a model in which it can lead the nation on one of our country’s greatest needs: affordable housing. Consequently, Adams County can be a community where its educators live and work and gain national accolades in the process.

For any school district in Colorado, affordable housing is now our biggest recruitment tool to win top talent. Subsequently, school districts in Adams County will have a top competitive advantage over other districts in the state. Moreover, housing is also a key component of why educators leave the profession. Hence, Adams County’s retention rates should also rise due to access to affordable housing. Adams County can also better attract and retain BIPOC educators - who can leverage housing opportunities to offset rising costs. Study after study suggests students perform better when they have teachers that share their background. Therefore, a more diverse educational community will create another advantage for the County’s schools.

Lastly, Adams County can leverage the research and implementation in this process to create a roadmap for creating housing support for other key professions, such as our firefighters, nurses, and law enforcement officers.

Scope: Create and implement a plan for housing for each participating school district

This project will ensure that each participating school district has a comprehensive housing plan that has clear answers and analysis for each of these questions:

- How will housing help the district better recruit and retain positions and demographics of need?

- How many housing units and what types are needed to make an impact in the district?
- Where and what are the district's housing options - and how can the district best accommodate their educators' housing needs?
- How can the district finance the housing?
- Who should manage the housing post construction?

Subsequently, each district's plan will have clear options and details on how to move forward with actually implementing their housing plan.

Deliverables (each participating school district will receive these):

Housing as a recruitment, retention, and community tool analysis

Keystone Policy Center has agreed to partner with the School of Education departments at the University of Northern Colorado, Metro State University, and the University of Colorado to better understand how housing can dramatically improve the educator talent pipeline for Adams County. The schools will give us access to survey their students on how housing can affect both choosing a career in education and which school districts are most desirable to them.

We will also survey current teachers at school districts to better understand how access to housing could improve their retention. Lastly, we will measure the community impact of having more educators live in the communities they serve - and how that can strengthen educational outcomes for our students.

Ultimately, Keystone Policy Center, working with their consultant, will be able to provide each district with an analysis on how educator housing will improve their attractiveness to new educators and how it can create recruitment cost savings within the district. Moreover, we will be able to show how housing can help retain our top educators.

Housing Demand Analysis

Working with the Superintendent and Human Resources department, the Keystone Policy Center team will analytically determine how many housing units are needed to “solve” each district’s housing needs. To solve housing, we will need to understand the percentage of educators who want access to affordable housing vs. those who may not be interested in the housing options presented. We will also examine the types of units (1br vs. 3br) that are needed for the district’s educators.

Moreover, we will need to decide if there are key roles to prioritize for housing (e.g., Special Education or STEM teachers) or the process for selecting educators to live in the housing (assuming there is more demand than housing units available).

Finally, our team will need to set rental rates for the units. We will likely use the market rate of housing adjacent to the school, as well as existing compensation, to determine how much rental prices should be for educators. The goal will be for educators to significantly increase their available cash via affordable rental rates.

Housing Options Analysis

With the desired number of units determined, we can provide each district with the types of housing options and arrangements they can consider. Each option will have a go forward plan and a recommendation as to its viability and efficacy towards the district’s goal. For instance, to achieve their housing goals, districts can sell land to a developer, lease land to a third party, or even build on the land themselves. Now - each of these options will carry different ramifications and pricing. Consequently, some of the initial options may not be viable. However, the analysis will shed light on all possibilities - especially those with a go-forward plan.

Moreover, these options will come with potential partnerships (e.g., a partner who would lease and build affordable housing on the land). These partners will be interviewed and preliminarily vetted. Their cost structure, etc., will be in line with what the school district can achieve.

The analysis will also have recommended timetables for implementation. Smaller districts may be able to achieve their housing needs in one wave, while larger districts will likely need a sample case before effectively scaling their process. In short, the proposal will not just list options, it will include viable partners with feasible options for the district.

Financial Recommendations and Setup

For districts that want to move forward with housing, the biggest hurdle for them to implement their plans will be financing the project. Under the proposal, we will work with each district to advise on funding mechanisms associated with the housing options presented.

Funding: Keystone Policy Center will serve as the Subrecipient for the project

Keystone Policy Center, headquartered in Colorado, stands as a leading advocate for collaborative problem-solving and evidence-based policy initiatives. With a proven track record of success, Keystone Policy Center has garnered national recognition, recently featured in USA Today for its groundbreaking work on educator housing. This highlights the organization's ability to address pressing societal challenges with innovative solutions that yield tangible results.

Over the years, Keystone Policy Center has spearheaded numerous initiatives that have had a transformative impact on various sectors, including education. For example, their work on educator housing has not only garnered media attention but has also led to actionable policy recommendations implemented by school districts across the country. Through its inclusive approach and rigorous analysis, Keystone Policy Center has been instrumental in fostering partnerships between educators, policymakers, and housing experts to address the critical issue of housing instability among teachers.

As the Subrecipient, Keystone Policy Center brings to the table not only its expertise but also a track record of successful outcomes. Projects supported by Keystone Policy Center benefit from its extensive network, strategic guidance, and credibility within the policymaking community. With a commitment to excellence and a proven ability to drive positive change, Keystone Policy Center is well-positioned to support and amplify initiatives focused on understanding the nexus between educator housing and educational outcomes.

As a Subrecipient, Keystone will procure a contractor to provide services to administer the analysis. Moreover, Keystone will create a request for proposals (RFP) and broadly distribute it to their network and the community.

Engagement with School Districts:

Partnering with school districts is essential for success. School districts will be needed for interviews and surveys amongst their staff, data sharing, and a willingness to think critically about educator housing. Keystone will seek a contractor who has support and engagement from Adams County's districts.

Strategic Partnerships:

In addition to partnering with school districts, Keystone expects any contractor to bring additional relationships to this project. Whether they be housing experts, developers, financiers, or community leaders, the project will be enhanced by a robust list of strategic partners willing to advise and support our efforts.

Keystone will work closely with the consultant to ensure progress towards deliverables are being met. This may include weekly or monthly meetings.

Timeframe:

The contractor will be expected to start work immediately upon completion of a signed contract with Keystone Policy Center. The work needs to be completed by October 15, 2025.

Required Information for responses must include:

1. Approach to the Statement of Work.
2. Detailed timeline to Complete the work within the required Timeframe.
3. Resume(s) and evidence of qualifications to meet project requirements.
4. Cost breakdown: Please provide a cost estimate to complete the deliverables noted above. The cost estimate should include a breakdown of labor and any expected project costs, including travel, to complete the work.
5. Proof of an active account in the System for Award Management (SAM). Please provide your UEI number.

Qualified Consultants must be registered in the System for Award Management (SAM) and their account must be active.

Qualified project managers that meet all criteria will be considered. There is absolutely no commitment enter into a formal contract. An award will not be based on price alone.

AWARD OF CONTRACT

Selection of one consultant shall be made to the best suited among those submitting proposals. The awarded contract will be a firm fixed price agreement. The award document shall be a contract incorporating all the requirements, terms, and conditions required under the grant agreement between Adams County and Keystone Policy Center. Keystone reserves the right to not award the contract to any consultants who apply.