

CORPORATION FOR SUPPORTIVE HOUSING (CSH)

REQUEST FOR PROPOSALS (RFP) for National Compensation Study of Supportive Housing

Date Issued: May 28, 2025

Date Proposals are Due: June 27, 2025



Issued by Corporation for Supportive Housing

(CSH) 55 Broadway, 10th Floor
New York, NY 10006

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SECTION 1: RFP OVERVIEW

Corporation for Supportive Housing (“CSH”) seeks proposals from qualified consultants/firms to develop a national compensation study for the supportive housing field. Key activities to be undertaken include:

- **Identifying representative positions** involved in the delivery of supportive housing including both supportive services providers and property managers.
- **Providing an analysis of compensation ranges** for these representative positions segmented by organization size, budget, region, and job function. This includes both base salary and benefits.
- **Comparing compensation to other sectors and against measures of pay adequacy** including average cost of living, living wage and rent burden by position and geography.

RFP Timeline

We anticipate following the timeline below related to this RFP. CSH may amend the schedule as needed. CSH reserves the right to amend the timeline and RFP during and after the RFP issue period and will notify consultants/firms that opt-in.

Key Dates	
May 28, 2025	RFP Issued
June 13, 2025	Deadline to submit questions/inquiries
June 27, 2025	Proposals Deadline
July 7-11, 2025	Select Vendor Interviews
On or about July 18, 2025	Notice of Acceptance
On or about August 1, 2025	Expected Contract Start Date
August 1 to December 31, 2025	Duration of Contract

RFP Inquiries, Written Questions and Answers

Please send questions and requests for clarification about this RFP via email to stephanie.mercier@csh.org with the subject line “CSH National Compensation Study.” Kindly submit questions by **Friday, June 13th**.

SECTION 2: CONTEXT AND BACKGROUND

About CSH

Founded in 1991, CSH is a national nonprofit intermediary and Community Financial Development Institution (CDFI). We help communities respond to visible and invisible homelessness by shifting investments to affordable and supportive housing and essential community services from a costly, ineffective, and trauma-inducing crisis response system – like policing, jailing, healthcare provided in emergency rooms and other institution-based responses. As an intermediary, we do not directly develop or operate housing but center our approach on collaboration with a wide range of people, partners, and sectors.

Guided by its 2023-2027 Strategic Plan, CSH seeks to:

- Increase the **supply of and access to** affordable **housing** aligned with supportive services, especially for those with no income, fixed incomes, or low wage employment.
- Increase the **availability of and access to services** that support people in thriving in stable housing.
- **Advance economic security** and mobility for people living in supportive housing and the supportive housing workforce.

Our workforce is central to accomplishing this work. We employ approximately 170 people across thirty states and U.S. Territories. We deliver our work through three business lines:

1. **Strengthen the Field:** Provide training, technical assistance and thought leadership to stakeholders across systems with a shared interest in strengthening the supportive housing ecosystem.
2. **Policy & Advocacy:** Act as a change agent to advance concrete policies and strategies to promote thriving communities with housing and services at the center.
3. **Investment:** Use funding to increase the availability and sustainability of quality housing aligned with services and accelerate systems transformation.

SECTION 3: SCOPE OF SERVICES

A. Purpose of Engagement

CSH's work includes a focus on economic security because it is important to people in supportive housing and people who work in supportive housing. Economic security means that someone can meet their current and ongoing financial obligations, feel confident in their financial future, and pursue their economic and personal goals. This could include reentering the workforce, starting a business, or buying a home.

This is also true for the supportive housing workforce. There cannot be quality supportive housing without a strong front-line workforce who can build and sustain relationships with people. Our efforts to scale and preserve supportive housing will fail if there is not a well-paid and supported workforce. For people working in the supportive housing field, CSH will work to ensure local and state governments are funding services at a rate that offers adequate compensation, workplace support, and job security.

The compensation study to be provided through the firm selected via this RFP is a key strategy to further the implementation of our strategic plan goals. The study will allow CSH and the field to better understand the range of wages and total compensation being provided for key supportive housing positions. It will also help us to concretely understand how these compensation levels compare to key benchmarks such as cost of living, housing affordability and the nonprofit field as a whole. The study will support advocacy and funding efforts with credible, sector-wide data.

B. Key Activities

CSH seeks a consultant/firm to conduct this study. Key activities will include the following:

1. Identify and describe representative positions

There is a lack of standardization related to titles and job descriptions for key roles in the supportive housing field. In consultation with CSH, the consultant should:

- a. **Identify, categorize, and define key roles** related to the provision of supportive services and property management in supportive housing. CSH expects that the consultant will group similar roles that may have different titles so that a streamlined list can be used for purposes of the compensation analysis.
- b. Provide **sample job descriptions** that relate to these key roles.
- c. **Match these jobs to comparable ones** outside of the supportive housing field.

2. Determine compensation ranges

CSH is not aware of any prior national compensation analyses that have been done focused specifically on supportive housing. While localized studies have been done for the homelessness responses system, there is a critical need for a comprehensive view of the state of wages in supportive housing. Building upon the representative positions identified in item 1 above, the consultant will:

- a. **Design a survey** and collaborate with CSH on **outreach** to supportive housing organizations involved in supportive services and/or property management.
- b. **Identify compensation ranges** for these representative positions including at least the median as well as the 25th and 75th percentile. This can be done using a mix of salary surveys, industry reports and primary data collection. Primary data collection may include a survey, focus groups or interviews of supportive housing providers. CSH will work with the consultant to identify and reach out to organizations as needed.
- c. **Segment these compensation ranges** by region so that the study truly provides a national view. To the extent feasible, this analysis should also segment by organization size (number of employees and budget), type (i.e. health, homelessness services, behavioral health, public), and geography including urban, suburban, and rural areas. Compensation should include base salary as well as total compensation.

3. Compare compensation to other sectors and against measures of pay adequacy

Due to the lack of a national compensation study of the supportive housing field, it has been difficult to comprehensively understand gaps that may exist in compensation. This component of the study will allow CSH and organizations in the supportive housing field to understand gaps that may exist between current compensation and adequate pay that promotes economic security. The consultant will:

- a. **Benchmark the compensation for the supportive housing field** identified against other comparable roles in the nonprofit, healthcare, or other sectors.
- b. **Compare the compensation ranges** identified to cost of living, living wage and housing affordability in the included geographies for the identified roles and organization sizes.

C. Deliverables

CSH expects that the consultant will deliver at minimum the deliverables outlined below. CSH is open to ideas from the consultant on alternative approaches to the deliverables especially if such alternatives enhance clarity and usability for an external audience.

1. **Comprehensive report** with findings, visualizations, and strategic recommendations. CSH values simple and accessible communication. Consultant should provide summary language and tables that clearly highlight the conclusions provided and analysis conducted. The report should also include all external sources used and detail the methodology used for the analysis.
2. **Executive summary** of the report
3. Summaries of any **primary data collection** conducted.
4. **Searchable database** that includes all of the collected data designed to allow individual organizations to understand how their compensation compares to other organizations.

SECTION 4: Selection Criteria

A. Evaluation Criteria

CSH will use multiple criteria to select the most appropriate consultant, including:

- Years of experience providing similar services, particularly to nonprofit organizations
- Understanding of supportive housing and/or experience working with organizations involved in supportive housing
- Approach to completing the scope of services
- Demonstrated prior success in providing the services outlined or similar services
- Proposed timeline
- References and work samples from current or historic clients
- Fee structure and total cost
- We welcome proposals from all qualified applicants, including those owned by minorities and women. Our selection process is based on merit, ensuring that all proposals are evaluated fairly in accordance with federal guidelines.

B. Award Conditions

1. Please be prepared to submit information on the firm's liability insurance coverage. The selected firm shall carry and keep in force throughout the periods in which the services are provided, a comprehensive general

liability, workers' compensation, employer's liability insurance, errors and omissions in the amounts and forms as required to do business in the State of New York. The awarded firm must furnish a Certificate of Insurance to CSH prior to commencement of services. The firm shall also furnish a certificate of said insurance to CSH certifying that CSH will be given thirty (30) days' written notice of non-renewal, cancellation, or other material change.

2. We expect to begin the contract on or about August 1, 2025, with an end on or before December 31, 2025.

Funding for these services will not exceed \$150,000 including all fees and expenses. The award amount will be based on the proposal fee submitted by the consultant/firm. Additional services may be contracted, based upon performance and need.

SECTION 5: PROPOSAL FORMAT AND SUBMISSION INSTRUCTIONS

Thank you for your interest in submitting a proposal. We welcome proposals from all qualified bidders.

Please prepare and submit a proposal that includes items 5A to 5E below. Please be sure to clearly explain your proposed approach to completing the items outlined in the Scope of Services in Section 3. Your response to items 5A and 5B should total no more than 5 pages.

A. Consultant Capacity

1. Key Company/Individual Contractor Information
2. Name (if applying as a firm, name of entity and name of primary contact for purposes of proposal)
3. Main Office Address
4. Phone Number & email address, and preferred method of communication
5. Website address
6. Under what kind of business entity do you provide professional services (i.e., corporation, LLC, individual independent contractor, etc.)? Are you a non-profit?
7. Overview of qualifications (resumes, CVs, or other narrative overview) of the firm and of any individuals who would be responsible for the work.
8. Overview of relevant experience
 - a. Include descriptions of at least five examples of projects you are most proud of and why.

B. Proposed Work/Approach

1. Describe your plan for providing the services outlined in Section 3 above and completing the required deliverables. Include a timeline and the order in which tasks would be done. Please provide an estimated range for the number of survey responses you anticipate receiving and analyzing.
2. Describe what your expectations would be of CSH to successfully and timely provide the services.

C. Resumes/CVs

1. Attach your resume and that of any other individual(s) who would support the work.

D. Budget and Pricing

For the work outlined in Section 3: Scope of Services, we are offering a budget up to \$150,000. CSH expects to negotiate a fixed fee and contract with a consultant/firm for services outlined in this RFP, including services that the consultant/firm may outsource. We prefer that the consultant/firm indicate which services they will outsource in their proposal and, if possible, the name and qualifications of these outsourced people or agencies.

1. Attach your estimated fee structure for the project.

E. References/Sample Work Products

1. Please include names, contact information and relationship for three (3) references, preferably from leaders of non-profits and CDFIs, with which you have worked in the past three years.
2. Please include at least one sample work product relevant to the proposed scope of work, which may be redacted to ensure the anonymity of the prior engagement.

F. Submission Instructions

Please send your proposal in PDF format by Friday, June 27th, 8:00 pm EST by email to stephanie.mercier@csh.org with the subject line "CSH National Compensation Study."

SECTION 6: Reference Materials

CSH reviewed the following resources in understanding the potential structure and use of the national supportive housing compensation study described in this proposal. We suggest you review them in the process of completing your submission.

- San Diego Housing Commission Homelessness Services Compensation Report
 - [Compensation Benchmarking Services Report](#)
- Multnomah County Joint Office of Homelessness Services: Classification, Compensation, and Benefits Report
 - [Final Full Wage Study Report.docx](#)
- Living Wage Calculator, MIT
 - [Living Wage Calculator](#)

- Out of Reach
 - [Out of Reach | National Low Income Housing Coalition](#)

SECTION 7: Additional Conditions

A. No Obligation

The submission of a response shall not in any manner oblige CSH to enter a contract or to be responsible for the costs incurred by your organization in responding to this request.

B. Agreement of Non-Disclosure

This document is proprietary and should not be disclosed to any other party. It is designed, developed, and submitted to potential partners of CSH solely for the benefit of CSH.

C. Response is Considered Property of CSH

CSH reserves the right to use any of the contents of your response to select a vendor and may use any of the ideas presented in any reply, response, discussion, negotiations, or presentation related to the RFP for that purpose.



CSH is a 501c3 nonprofit.

National Headquarters

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