

**United Way of Morgan County**  
***on behalf of the Morgan County Housing Action Team***  
**Request for Proposal**

This RFP is for housing consulting services to support a multi-jurisdictional effort to secure and sustain adequate affordable housing units in Morgan County.

**TIMELINE**

RFP Issued: July 9, 2025

Accepting Questions: July 10- July 15, 2025

FAQ's and answers will be answered individually and posted on the website by July 15, 2025.

Responses Due: July 16, 2025

Send any questions on the RFP to: Sue Boyett, Executive Director,  
Director@mcunitedway.org

Send proposals to: Sue Boyett, Executive Director, Director@mcunitedway.org

**BUDGET**

This is a dynamic and fluid project which will be highly responsive to the needs and emerging projects in three rural partner jurisdictions across Morgan County. This RFP is for a primary housing consultant. It may become necessary to hire an additional consultant with different expertise to advance the work. The budget for this portion of the capacity building effort is not to exceed \$50,000 which is to include consultant time, travel and other agreed upon expenses.

A project scope of work will be developed and approved by grant partners once the consultant has been selected. Housing consultant proposals will be approved by the Fort Morgan City Manager before services commence. Then we anticipate that at each phase of the project the consultant and United Way will discuss a short term scope of work and estimated costs as a way to track towards project outcomes and help to prioritize the consultant's tasks. The funding for this project will end on October 30, 2026.

**ORGANIZATIONAL OVERVIEW**

Since 1958 the United Way of Morgan County (UWMC) has served as a hub and supporter of local nonprofit agencies and the community at large. In 2021, UWMC launched a Collective Impact initiative and has served as the backbone agency for Growing Together, a collaborative strategy addressing three priority community issues –housing, food security and child and youth development. This year, UWMC will launch a 4th Action Team in 2025 to focus on access to health and wellness resources

The Morgan County Housing Action Team (MCHAT) is a cross-sector collaborative group established in 2022 to advance a Three Year Recommended Housing Roadmap, primarily in

Fort Morgan. Since its inception, MCHAT has guided and supported a number of key activities including:

- Creation of a Housing Resource Center within the Morgan County Family Center;
- Expansion of MCHAT which has become a model collaborative effort for other communities in rural Colorado;
- Receipt of a technical assistance award to the City of Fort Morgan from the State of Colorado Department of Local Affairs. The award allowed for the revision of the Three Year Housing Road Map. The revised version will be finalized this summer and implementation of key strategies will begin immediately.
- Receipt of a \$3.5M Transformational Homelessness Response Grant from the Colorado Division of Housing to engage three core partners to provide a range of services to homeless neighbors and households on the brink of losing their homes.

## **OUR COMMUNITY**

Covering more than 1200 square miles, Morgan County is an agricultural hub for northeastern Colorado. Agricultural industry is the economic driver of the region. Cargill is the county's largest employer with 2200 employees. Leprino Foods, Great Western Sugar and a number of smaller ag processing facilities attract workers to the community. In the decade before the pandemic the community added 1200 jobs but only 500 housing units. Housing prices have escalated and aging housing inventory has not kept pace with demand. In 2023/24 Fort Morgan was reported by the Common Sense Institute to have the *third highest decreased housing affordability* in the state, behind Boulder and Grand Junction.

Morgan County is also home to a broadly diverse population. Fort Morgan is one of the state's only majority-minority communities and is richly diverse in culture, language and religion. There are 28 languages spoken in our small county of 29,000. Eight are "primary languages"-- we are building capacity to provide written communication and interpretation services in English, Spanish, French, Amharic, Somali, Kinyarwanda, Swahili, and Akateko.

## **CONSULTANT SCOPE OF WORK**

**United Way of Morgan County seeks a consultant to:**

- provide expertise, guidance and development recommendations to implement the revised Three Year Road Map across the county;
- help ensure that the Road Map is being implemented in a way that addresses the needs of diverse community groups in Morgan County--approach the scope of work with an equity lens;
- support the identification of properties best suited for development at different affordable housing price points;
- work with local and other interested developers to build viable financial plans for targeted development;

- work with developers to build finance packages and timelines that can compete for Prop 123 funds;
- work with MCHAT and local governments to align viable projects to current funding opportunities;
- provide consultation on funding applications and provide connections to housing-specific grant writers and development resources when necessary;
- work with partner jurisdictions to build a preservation tracker if that is a project element deemed high priority by the partners;
- support partner jurisdictions in tracking and advancing towards Proposition 123 commitments;

**Required consultant qualifications:**

- More than 10 years of experience working in and with rural Colorado communities to address housing needs;
- Deep knowledge of Colorado housing legislation, Proposition 123 and public and private resources available to rural communities;
- Proven success in facilitating new affordable housing development;
- Experience working with multi-jurisdictional partnerships.

**Preferred consultant qualifications:**

- Experience working in northeastern Colorado, specifically Morgan County and with the Morgan County Housing Action Team;
- Direct and recent experience in applying for and managing Proposition 123 funds.

**This project will require:**

- An ability to “hit the ground running” as there are potential housing projects in the current pipeline that align with the strategies recommended in the revised housing roadmap;
- Flexibility and responsiveness to emerging needs of partner communities;
- Limited travel to Morgan County over the next 12 months.

**PROPOSAL REQUIREMENTS**

Please include the following in your proposal response:

- Overview of your company
- Summary of qualifications as outlined in this RFP
- Brief descriptions of two examples of rural housing projects you’ve supported in the past five years. Please include work in northeastern Colorado and Morgan County if applicable.
- How will your organization approach this project as described in the Scope of Work?
  - Please include key staff and their roles.
  - General approach to working in community in terms of communication, follow through and project planning
  - What are your company’s guiding principles and beliefs about working with diverse communities to implement community-driven solutions?

- Given the current landscape, what are the biggest challenges to new affordable housing development in rural Colorado and how would you assist MCHAT in addressing these challenges?
- What unique challenges and opportunities do you foresee related to partner jurisdictions moving towards Proposition 123 commitments?
- Is there anything else you would like to share in terms of your consulting style, approach to community collaboration, or qualities and experiences that set your company apart?

### **BUDGET DETAILS**

United Way of Morgan County is seeking a consultant for an ongoing capacity building effort across three jurisdictions in the county. We anticipate 2-3 smaller projects (i.e., individual development projects, site feasibility assessments, etc) within the larger effort. The current budget is not to exceed \$50,000 and there is a possibility of an expanded contract. A scope of work and estimated costs for major work components will be developed with United Way of Morgan County once the consultant is selected.

Please provide:

- Billing rates for key staff
- Reimbursable expenses your company typically incurs (if any) while working with communities
- Per diem rates for travel

### **RFP & PROJECT TIMELINE DETAILS**

RFP Sent: July 9, 2025

Responses Due: 5:00 p.m. July 16, 2025

Winner Selected & Contacted : July 21, 2025

Project Kick-off : August 1st, 2025

**Project End Date: October 30th, 2026**

Thank you for your interest in responding to this RFP with a proposal for our new website. We look forward to your response.

If you have any questions, please contact Sue Boyett at [director@mcunitedway.org](mailto:director@mcunitedway.org)