

**Housing Authority of the
County of San Mateo**

Request for Proposals

For The

Provider-Based Assistance Program

Solicitation #: HACSM-2018-01



Issued: March 29, 2018

Responses must be received by 5:00 p.m. on Thursday, April 26, 2018

PROPOSALS WILL NOT BE ACCEPTED AFTER THIS DATE AND TIME

Note regarding the Public Records Act:

Government Code Sections 6250 *et seq.*, the California Public Records Act, defines a public record as any writing containing information relating to the conduct of the public business. The Public Records Act provides that public records shall be disclosed upon written request and that any citizen has a right to inspect any public record unless the document is exempted from disclosure.

Be advised that any contract that eventually arises from this Request for Proposals is a public record in its entirety. Also, all information submitted in response to this Request for Proposals is itself a public record **without exception**. Submission of any materials in response to this Request for Proposals constitutes a waiver by the submitting party of any claim that the information is protected from disclosure.

By submitting materials, (1) you are consenting to release of such materials by the Housing Authority of the County of San Mateo if requested under the Public Records Act without further notice to you and (2) you agree to indemnify and hold harmless the Housing Authority of the County of San Mateo for release of such information.

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I. General Information

A. Statement of Intent

The Housing Authority of the County of San Mateo (HACSM) Provider-Based Assistance (PBA) program is requesting proposals from qualified local service providers who will develop and operate rental assistance and supportive services to members of the community who are either not served, or underserved, by HACSM's Section 8 Housing Choice Voucher or other rental subsidy programs. Under the PBA program, the providers will work with community members that may not be successful in accessing rental subsidy programs through the traditional avenues.

The proposed term of the agreement is for five (5) years, starting July 1, 2018 through June 30, 2023.

B. Background

HACSM first joined the Moving To Work (MTW) demonstration program, a program administered by the U.S. Department of Housing and Urban Development (HUD), in 1998. At that time, HACSM allocated 300 of its' Section 8 Vouchers to participate in a six-year time limited program in collaboration with the San Mateo County Welfare Department. In 2008, HACSM signed a new 10-year MTW agreement with HUD, expanding its MTW authority to all Voucher and Public Housing programs in San Mateo County through 2018. Then, in 2016, HACSM signed another new agreement with HUD through 2028. Through the MTW demonstration program, HACSM effectively reduces administrative costs, collaborates with other County Departments and organizations to address and support the end to homelessness for San Mateo County residents, continually refines its MTW activities that increase self-sufficiency of program participants, and broadens its commitment to increasing affordable housing choices for families.

Through collaboration with a broad range of community stakeholders, made possible due to the flexibilities of the MTW program, HACSM has been able to take bold steps in supporting San Mateo County residents through program innovation and responsiveness.

In July 2010, HACSM received HUD approval for authority of "Local Non-Traditional Use of Funds" which allowed HACSM to create a new rental subsidy program, known as Provider-Based Assistance, or PBA. Building on its history of collaboration with local providers of supportive services, HACSM explored program designs that would enable these partners to expand housing opportunities for the populations they serve. Conversations with program partners and providers resulted in a pilot for the Provider-Based Assistance (PBA) program.

HACSM issued its first Request for Proposals (RFP) for the PBA program in May 2011, with a second RFP issued in September 2016. HACSM's current PBA providers are:

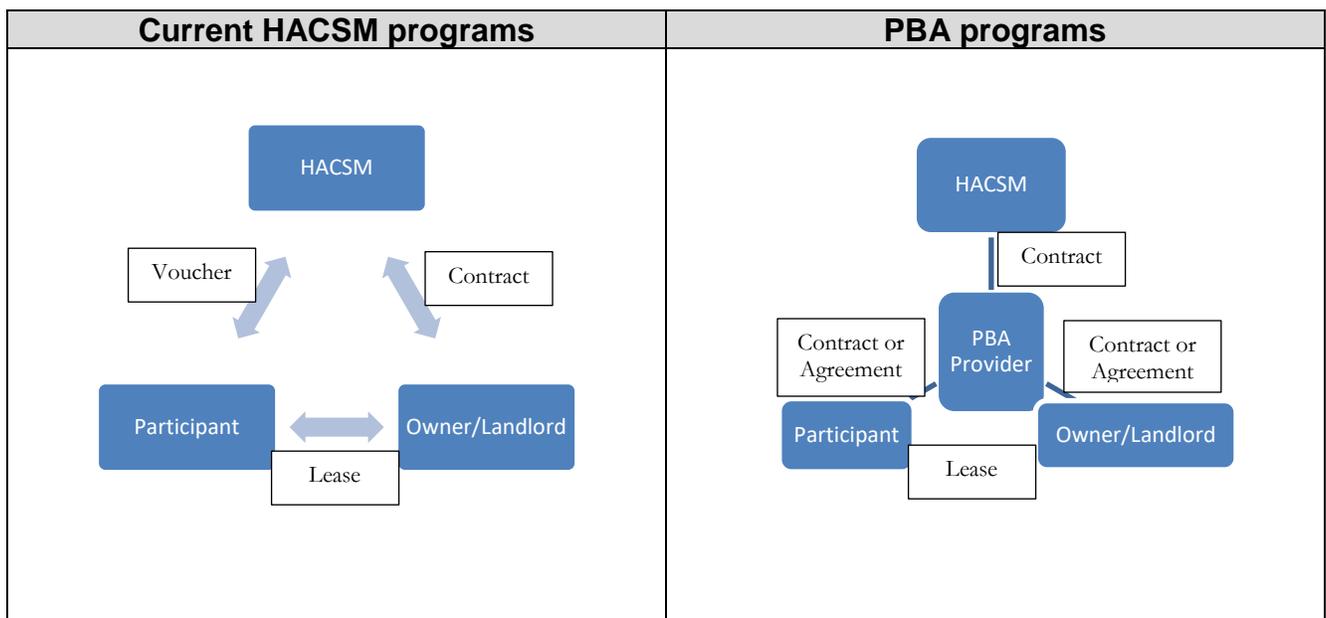
- **CORA** (Communities Overcoming Relationship Abuse) - provides services to survivors of domestic violence;

- **Service League of San Mateo County** - provides services to low-level offenders recently released from the criminal justice system;
- **HIP Housing** – provides shared housing and self-sufficiency programs for single parents with educational goals that lead to self-sufficiency;
- **Brilliant Corners** – supports frail elderly or disabled individuals, who with some minimal home support, live independently without the need for housing in a skilled nursing facility.

Based on the Providers’ program design, the commitment of Voucher funds allows the community-based organizations to own, lease, or master lease units for use by their service clients; in addition, the service clients may be allowed to rent a unit in the open market.

The goals of the PBA program are to assist otherwise hard-to-reach and/or hard-to-house eligible households to increase their housing stability, increase their skills and/or income, and obtain greater self-sufficiency. One main difference between the PBA program and the other programs HACSM administers is that, based on the rules it establishes for the program, the Provider will select the participants it serves, determine initial and ongoing eligibility for participants, select the units to be used or rented, and determine the rent it charges the participants. The Provider is expected to provide case management and supportive services to the participants to meet the program goals. In other words, while the funding for “housing” will be provided by HACSM, the remaining elements of the program belong to the Provider. The Provider is expected to leverage its current capacity or have other resources to fully support the program costs. These specifics will be determined in an Agreement between HACSM and the Provider.

As shown in the following diagrams, the relationship between the parties in the PBA program are different than the current HACSM programs:



HACSM does not receive additional funding for the PBA program. Instead, funding for the program is distributed from funds already obligated to HACSM's Moving To Work Program.

C. The Request for Proposal Process

This RFP seeks the submission of proposals to provide services from any and all interested and qualified proposers. HACSM seeks by way of this RFP to obtain the listed services in a manner that maximizes the quality of services while also maximizing value to HACSM. Proposers must be able to show that they are capable of performing the services requested. Such evidence includes, but is not limited to, the respondent's demonstrated competency and experience in delivering services of a similar scope and type and local availability of the proposer's personnel and equipment resources.

II. Scope of Services

HACSM will designate up to a total of 65 slots under this RFP to select qualified providers based on the criteria established in this RFP. HACSM anticipates selecting more than one provider for the PBA program.

Program Requirements

The selected PBA provider(s) will be required to serve Very Low-Income households. Of these Very Low-Income households, 75% of the households must be Extremely Low-Income. For purposes of this RFP, a “Very Low Income” household is a household whose income is at or below 50% of Area Median Income and an “Extremely Low-Income” household is a household whose income is at or below 30% of Area Median Income, as determined by the U.S. Department of Housing and Urban Development.

The Provider will be responsible for selecting and determining eligibility for the households (participants) served, in accordance with its selection policy approved by HACSM. Additionally, HACSM will verify with the Provider that participants for the PBA program meet the following *minimum* federal requirements for subsidy:

- a. Must not be bound to “lifetime registration” under any State Sex Offender registration program.
- b. Must not ever have been convicted of manufacturing or producing methamphetamine on the premises of federally assisted housing.
- c. Must not be currently engaged in, or has engaged in, violent criminal or drug-related criminal activity, within the past three years.
- d. Must have at least one member of the household with eligible citizenship or eligible immigration status.

The Provider must certify that program participants meet all eligibility criteria and that criteria for admissions complies with all fair housing laws. All households must continue to meet baseline criteria for subsidy assistance at all times.

Intake and Ongoing Eligibility

The Provider will be required to collect and verify intake information for all participants enrolled in the PBA program as detailed in the Agreement with HACSM. The Provider must submit to HACSM certain ‘client’ data for tracking and reporting purposes. In addition, the Provider will conduct orientations with each participant to review elements of the PBA program, such as the terms of tenancy; the terms of the subsidy; eligibility criteria; and grievance/appeal procedures.

The Provider will certify participants upon move-in and will recertify every participant’s income no less than annually, depending on the term of the assistance. The Provider will be required to document all verifications and recertifications, as these records will be made available to HACSM upon request. As needed and to maintain confidentiality, the Provider may assign an alternate identifier (e.g. last 4-digit of SSN plus the client’s initial in place of a name) for the

participants or households being recertified. The Provider must inform HACSM of the alternate identifier and must maintain consistency of the identifier for reporting and invoicing purposes.

Release of Information

The Provider will be required to maintain Release of Information forms for each participant in the program that allows for information disclosure to both the Provider and HACSM.

Eligible and Ineligible Units

Housing units under the PBA program must be located within San Mateo County.

HACSM will not assist a unit under the PBA program if the unit is a public housing or Indian housing unit; a unit receiving project-based assistance under Section 8 of the 1937 Act (42 USC 1437f); nursing homes, board and care homes, or facilities providing continual psychiatric, medical, or nursing services; college or other school dormitories; units on the grounds of penal, reformatory, medical, mental, and similar public or private institutions; a unit occupied by its owner or by a person with any interest in the unit.

Duplicative Assistance

A Provider may not receive the subsidy of the PBA program for a participant in a unit while receiving the benefit of any of the following forms of other housing subsidy:

- Public or Indian housing assistance;
- Other Section 8 assistance;
- Assistance under former Section 23 of the U.S. Housing Act of 1937 (before amendment by the Housing and Community Development Act of 1974);
- Section 101 rent supplements;
- Section 236 rental assistance payments;
- Tenant-based assistance under the HOME program;
- Rental assistance payments under Section 521 of the Housing Act of 1949 (a program of the Rural Development Administration);
- Any local or State rent subsidy;
- Section 202 supportive housing for the elderly;
- Section 811 supportive housing for persons with disabilities; (11) Section 202 projects for non-elderly persons with disabilities (Section 162 assistance); or
- Any other duplicative federal, State, or local housing subsidy, as determined by HUD. For this purpose, 'housing subsidy' does not include the housing component of a welfare payment, a social security payment received by the family, or a rent reduction because of a tax credit.

To make units available to program participants, the Provider may utilize units it already owns or may lease or master lease units in the private market (either individually or in clusters). In addition, the program participants may be allowed to rent a unit on the open market, subject to HACSM tenancy approval limitations (e.g. clients cannot rent a unit from certain relatives). If the Provider chooses to lease or master lease units, the Provider must engage Landlords and

negotiate Lease terms that meet the needs of participants. In any case, housing units selected may not be receiving other government funding for rental assistance or operating costs.

Unit Inspections

Initial inspections must be completed by HACSM prior to each new participant move-in to a unit. HACSM will ensure that new participants move into units that meet the requirements of Housing Quality Standards (HQS). HQS are the minimum federal standards for housing under the Section 8 program. HACSM will discuss these requirements further with the selected Provider(s).

In addition, HACSM will conduct quality assurance inspections at least annually to determine ongoing compliance with the PBA program; therefore, the Provider will be responsible to ensure units continue to comply with HQS.

Form of Lease

The form of Lease will be negotiated between the Provider and program participants if the Provider owns the units. If the Provider leases units by Master Leasing, it will still enter into a Tenant lease with each participant. Based on the program design, program participants may also lease units directly from owners in the open market. However, the owner may not be the parent, child, grandparent, grandchild, sister or brother of any member of the participating family, unless an exception is approved by HACSM due to reasonable accommodation for a family member who is a person with disabilities. The Provider should have documentation in place stating how rental assistance will be made to the owner.

The initial Lease term and any subsequent Lease terms shall be established by the Provider as long as it complies with applicable Federal, State and local laws.

Relationships with Landlords

It is of utmost importance that the Provider establishes and maintains good relationships with Landlords in the program, especially if the Provider leases or master leases units in the private market. Every effort should be made to respond quickly to Landlord requests and concerns. The Provider will establish a regular communication schedule with Landlords to proactively ensure that participant residency is not in jeopardy and to proactively troubleshoot any concerns.

Lease Rent

The Lease Rent is the rent that the Provider pays to the Landlord for each unit under its Lease. If a program participant is renting a unit in the open market, HACSM will complete a determination to ensure the Lease Rent is reasonable. This 'rent reasonableness' determination is to ensure that the owner is not charging a rent for the assisted unit that's higher than other similar units in the building or in the neighborhood. For example, if a participant rents a two-bedroom apartment for \$2200/month and there are other two-bedroom apartments in the

same building that rent for \$2000/month, HACSM would determine that the \$2200 Lease Rent is not reasonable.

Subsidy Payment

The Subsidy Payment is the payment that HACSM makes to the Provider to support the Provider for the costs of the Lease Rent and other eligible costs. Funding for the Subsidy Payment shall be stated in the Agreement executed between HACSM and the Provider. The Subsidy Payment, based on the budget calculation on the PBA agreement, may be less than the actual cost incurred by the Provider in operating the program.

The funding shall be calculated annually and shall be the product of 1) the number of provider-based units approved by HACSM, 2) HACSM per unit month funding, and 3) term of the agreement.

For example:

- HACSM per unit budget = \$1500
- Number of units approved = 20
- Term of Agreement = Five years/60 months
- Funding for the first year = \$360,000
- Funding for the term of the agreement = \$1,800,000

Eligible Activities

Rental Assistance: The Provider helps make housing affordable for program participants by using the Subsidy Payment to pay a portion of their housing cost. Providers will have the flexibility to house families in units that are appropriate for their family size. To offset the Lease Rent or occupancy costs, Providers may charge tenant rent in accordance to their rent policy.

The subsidy payments will be made only if the unit is occupied by an eligible family and will end upon the participant's completion of the program or termination from the program by Provider.

Each month, HACSM will pay Provider a per-unit-month subsidy (PUM) for each eligible housing unit occupied by an eligible household (for at least 15 days) during the previous month. In the above example, if 18 units were occupied by eligible families, HACSM will pay the Provider \$27,000 (\$1500 x 18) for the month.

Administrative Costs: The primary purpose of the subsidy payment is to cover Lease Rent or occupancy costs rather than the costs of supportive services or overhead. The Provider must

demonstrate through verifiable documentation that 80% or more of subsidy payment received has been used to pay actual costs to rent or operate occupied units. Providers may use up to 20% of the subsidy payment received or program income, such as tenant rents, for certain costs associated with the program. The allowable uses include, but are not limited to:

- Conducting outreach and certifying new participants for the program;
- Providing housing information and search assistance;
- Determining participant income and rent contributions;
- Inspecting units for ongoing compliance with Housing Quality Standards;
- Processing rental payments to landlords; and
- Providing supportive services to improve participants' stability and self-sufficiency.

Tenant Rent

The Provider will determine the Tenant Rent based on the Provider's established criteria. The tenants will make payment directly to the Provider or the landlord, depending on the terms and conditions of the Lease Agreement. HACSM is not responsible to collect Tenant Rent or make subsidy payments to the landlord.

Although not required, HACSM highly recommends that the Provider establish a 'minimum rent' policy for tenant rents.

Tenant Lease

The Tenant Lease is the agreement between the participant and landlord or the agreement between the participant and Provider. The Tenant Lease will specify the amount of the monthly Tenant Rent and the amount of the monthly Lease Rent.

If the Provider is the property owner or the Master Lease holder, the Provider will enter into an initial Tenant Lease with each Tenant for a term of at least one month, automatically renewable upon expiration, except on prior notice. The Tenant Lease, or addendum to the Lease, will require participation in services as a condition of the housing or subsidy, based on the requirements of the Provider.

Monitoring and Program Evaluation

Invoicing

On a monthly basis, the Provider shall submit to HACSM a report of activities for the program participants that will include, but is not limited to, a list of participant names or alternate identifiers, unit addresses (or alternate identifiers, as needed), Lease Rents, Tenant Rents, and move-in/move-out dates.

If the Provider uses any part of the Subsidy Payments to support services or other eligible costs, HACSM will also ask the Provider to submit an accounting of those costs, not to exceed 20% of the subsidy payment made during the month.

Reporting

At least annually, the Provider will be required to provide a description of any program challenges and successes with the PBA program. These successes and challenges may be unique to the Provider and allows HACSM to determine the success or modifications needed to the program.

Contract Monitoring

HACSM will monitor the program finances and progress on a monthly basis. HACSM will audit the Provider program files annually to determine that established processes are being followed. Program entrances, exits and non-admittances will also be monitored.

Program Evaluation

HACSM is responsible for the outcome development and program analysis for this project. The evaluation may address issues related to 1) housing stability, and 2) participant success (such as income status or time in unit) and 3) serving the number of households that otherwise would not have been served. HACSM is interested in the Provider developing the appropriate evaluation criteria for the population being served. The Provider is expected to collect mutually agreed upon Participant data and outcomes for the program evaluation.

Both parties of this contract and of others involved in the funding, design and operations of this project understand that the Program may be expanded to meet the needs of additional individuals. Clear communication between parties, information tracking, landlord relationships, and Participant success will all be very important factors in determining whether this contract will be renewed and/or expanded in future years and to serve additional households.

III. Proposal Submittal and Processing

The proposals in response to this RFP are due no later than **5:00 PM on Thursday, April 26, 2018**. Submit one copy in electronic format (on a USB) to:

Housing Authority of the County of San Mateo
264 Harbor Boulevard, Building A
Belmont, CA 94002
Attn: Debbie McIntyre

HACSM will date and time stamp the envelope containing the USB upon receipt. Proposals received after the deadline indicated above will not be considered. Proposals will not be accepted via facsimile, e-mail, or based on the date of the mail postmark. Delays in mail service or other methods of delivery will not excuse late proposal delivery. Proposers may not submit additional materials after the submittal deadline and incomplete applications will not be considered.

All proposals submitted in response to this solicitation must conform to the requirements and specifications outlined within this document in its entirety.

HACSM proposes to enter into contracts with qualified and experienced agencies to perform services based on the specifications in this RFP. Interested parties must submit the required information as listed below. All documents that are submitted as part of the RFP will become property of HACSM. Requests for specific material to be returned will be considered. Any material submitted that is confidential must be clearly marked as such.

It shall be the responsibility of each proposer to be aware of and to abide by all dates, times, conditions, requirements and specifications set forth within all applicable documents issued by HACSM, including the RFP document and any addenda and required attachments submitted by the proposer. By virtue of completing, signing and submitting the completed documents, the proposer is stating his/her agreement to comply with all conditions and requirements set forth within those documents.

By submitting a proposal, each proposer certifies that its submission is not the result of collusion or any other activity which would tend to directly or indirectly influence the selection process. The proposal will be used to determine the proposer's capability of rendering the services to be provided. The failure of a proposer to comply fully with the instructions in this RFP may eliminate its proposal from further evaluation as determined in the sole discretion of the HACSM. HACSM reserves the sole right to evaluate the contents of proposals submitted in response to this RFP and to select a contractor, if any.

HACSM reserves the right to reject any or all proposals, to waive any informality or technical defect in the proposal or to award the Contract in whole or in part, if deemed to be in the best interests of HACSM to do so. HACSM will award the Contract to the firm, institution or agency determined by HACSM to have submitted the most responsive and responsible offer, based upon the criteria specified in this RFP.

HACSM may cancel this solicitation at any time. Proposals may be withdrawn before and after the RFP submittal deadline by submitting a written request to the contact person. Re-submittal before the RFP submittal deadline can be made; however, the proposals may not be re-submitted after the deadline.

Questions and Responses Process

Submit all questions relating to this RFP in writing to Debbie McIntyre via e-mail at DMcintyre@smchousing.org.

All questions must be received no later than 5:00 PM on Thursday, April 19, 2018.

No change to the specifications or to the other terms and conditions of this solicitation will be made orally to any proposer. Solicitation changes will be issued in the form of a written addendum. Such addendums shall become part of the solicitation and will be posted to HACSM's website at www.smchousing.org. It is the responsibility of each proposer to check the website for changes and/or clarifications to the RFP prior to submitting a response. A proposer's failure to do so will not provide a ground for protest.

Confidentiality of Proposals

California Government Code Sections 6250 et seq. (the "California Public Records Act" or the "Act") defines a public record as any writing containing information relating to the conduct of the public business. The Act provides that public records shall be disclosed upon written request and that any citizen has a right to inspect any public record unless the document is exempted from disclosure. The materials submitted in response to this RFP are subject to the California Public Records Act.

Be advised that any contract that eventually arises from this RFP is a public record in its entirety. Also, all information submitted in response to this RFP is itself a public record without exception. Submission of any materials in response to this RFP constitutes a waiver by the submitting party of any claim that the information is protected from disclosure. By submitting materials, (1) you are consenting to release of such materials by HACSM if requested under the Public Records Act without further notice to you and (2) you agree to indemnify and hold harmless the HACSM for release of such information.

If HACSM receives a request for any portion of a document submitted in response to this RFP, HACSM will not assert any privileges that may exist on behalf of the person or entity submitting the proposal, and HACSM reserves the right to disclose the requested materials without notice to the party who originally submitted the requested material. To the extent consistent with the Public Records Act and applicable case law interpreting those provisions, HACSM and/or its officers, agents, and employees retain discretion to release or withhold any information submitted in response to this RFP.

Submission of a proposal constitutes a complete waiver of any claims whatsoever against the HACSM and/or its officers, agents, or employees that HACSM has violated a proposer's right

to privacy, disclosed trade secrets, or caused any damage by allowing the proposal to be inspected.

IV. Proposal Content

Proposals must address all the requirements stated in this RFP and include information addressing all topics in the Attachments:

1. Attachment A: Application Cover Sheet. Please complete all sections of this form. Under Section 3 of the form, it is important to note that marking more boxes is not necessarily better. HACSM is looking for Providers that serve a *specific* population that is underserved or not served through the traditional housing programs and wait lists.
2. Attachment B: Proposal Narrative.
3. Attachment C: Budget Information and Narrative.
4. Attachment D: Additional Materials

ATTACHMENT A: APPLICATION COVER SHEET

1. Project Title:

2. Project Location (in San Mateo County):

3. This project is designed to *specifically* serve the following population(s) (Check all that apply):

- Single adults
- Families with children
- Young adults (ages 18-25)

This project is designed to specifically serve the following sub population(s) (Check all that apply):

- Veterans and/or their families %_____ of veterans that will be served
- Survivors of domestic violence
- Persons who are chronically homeless
- Persons with serious mental illness
- Persons with significant drug/alcohol addictions
- High utilizers of the mental health system
- High utilizers of the criminal justice system
- High utilizers of the crisis intervention system
- Persons exiting the foster care system
- Persons exiting criminal justice facilities
- Persons exiting mental health facilities
- Persons exiting residential treatment facilities
- Persons exiting hospitals or health care facilities
- Households with multiple and/or serious barriers to housing stability such as poor rental histories, criminal histories, and/or histories of rental instability

4. Estimated Project Budget:

Estimated Number of Households served:

Estimated Number of Housing Units:

Bedroom size of these Units (if known):

Location of the Housing Units (if known):

5. Provider's Federal Tax ID Number:

6. Contact Information for Project Applicant:

Lead Applicant Agency: _____

Primary Contact Name: _____

Mailing Address: _____

Daytime Phone (including area code): _____ - _____ - _____

E-mail address: _____

7. Authorized Signature of Applicant: To the best of my knowledge and belief, all information in this application is true and correct. The document has been duly authorized by the governing body of the applicant who will comply with all contractual obligations if the proposal is awarded funding.

Signature of Authorized Representative: _____

Typed Name and Title: _____

Date Signed: _____

ATTACHMENT B: PROPOSAL NARRATIVE

Please provide the following information in the order specified below. Narrative responses A – E should not exceed 9 pages in total. There is no page limit for the budget narrative.

The information provided in your application should be written as though the reviewers have no prior knowledge of your agency or programs. Please clearly label your responses (A - E) and make sure that your responses describe the specific proposed project, and not your agency's general mission. The more clearly you describe the project, the target population, and the housing and services proposed, the better your application will be understood.

Include only the specific supporting documentation required. Do not attach other materials such as cover letters, annual reports, newsletters, brochures and general letters of support. If included, these will be discarded and not considered in the evaluation process.

- A. Executive Summary:** (Limit your response to one page.) Provide a summary of your entire proposal. It should describe the target population and sub population(s), geographic location(s), housing and services, length of housing assistance, etc. Please also provide a brief description of the proposed program activities and expected outcomes.
- B. Project Design:** (Limit your response to five pages.) Describe your proposed project and include the following information in your response:
- List the amount of funding that you are applying for, explain how funding will be used and state whether all funding is required for your project to move forward.
 - Describe the population to be served, including the proposed number of households served (on any given day, during one-year and over the entire contract period), where they are currently residing and a description of their unique housing and service needs (i.e. why not served by the traditional housing programs).
 - Explain how participants will be identified for your project and how the project will link them to units of time-limited housing. Include the location(s) of the housing units (addresses if available and area(s) or jurisdiction(s) in San Mateo County), the size of the units and what amenities are available in the complex, and any available information on their surrounding neighborhood(s), transportation resources, access to nearby services, etc. Please also include information about the current gaps in services and/or housing for this population/ sub population in the community where your proposed project will be located.
 - Describe how services will be provided, including who will provide the services and where they will be located (on-site or off-site) and how they will increase stability for participants. Also, provide information on how the program will help create linkages for participants to other resources and services in the community.
 - If the applicant is partnering with another organization to provide housing and/or services to project participants, list the names of the partners and provide information on the specific roles and responsibilities of each.
 - Describe the anticipated outcomes for this project, as a result of these new funding resources (i.e. it would not be achieved without this additional funding), and how you plan to measure the required outcomes and any other measurements of success for the population that will be served. Include information on what you anticipate will

change and/or be different as a result of your proposal (i.e. more people served, units of housing added, greater long-term stability, different sub population served, etc.).

C. Project Readiness: (Limit your response to one page.) Provide a description of when your proposed project will be up and running. Please include information on:

- The timeline and plan for securing housing units, moving participants into housing, and staffing the services for the project (indicate whether the housing units and/or services are new or existing);
- Leveraged funding sources for housing and/or services (identify all project fund sources and specify whether they are secured or pending); and
- If partners are involved in your project, indicate whether partnership agreements are in place and attach letters that describe your intent to partner.

D. Agency Capacity and Experience: (Limit your response to one page.) Describe your agency's experience providing housing and/or services to the target population and subpopulation(s). Please also provide:

- Information on your agency's experience managing and accounting for public funding;
- Information on your agency's capacity to raise additional funding sources and form partnerships in order maintain the project beyond the term of the contract; and
- If partners are a part of your proposed project, please provide information on your history collaborating with one another and how the partnership will facilitate a streamlined process for participants' access into the housing and/or services being offered.

E. Cultural Competency: (Limit your response to one page.)

Definition: *Cultural Competency within an organization includes:*

- Having a defined set of values and principles, and demonstrating behaviors, attitudes, policies and structures that enable the organization to work effectively in cross-cultural situations;
- Having the capacity to 1) value diversity, 2) conduct self-assessment, 3) manage the dynamics of difference, 4) acquire and institutionalize cultural knowledge, and 5) adapt to diversity and the cultural contexts of the communities they serve; and
- Incorporating the above in all aspects of policy making, administration, practice, service delivery and involving consumers and key stakeholders.

Explain your agency's philosophy and the specific efforts that are in place to assure that this project will be culturally competent and linguistically accessible for the population that will be served. Include the following information in your response:

- Based on your understanding of the target population and sub population(s), describe how your project will be culturally relevant, sensitive, and linguistically accessible for the individuals or households that will be served, including efforts related to staffing, outreach and service design (i.e. how the project will help reduce barriers to housing and services for people of color and those households for whom English is not a primary language);

- Describe how the ethno-cultural backgrounds of your project staff and agency board reflect that of the participants that will be served and/or how your agency is working to broaden staff and board diversity and knowledge around cultural competency; and
- Describe any means or efforts that are in place to assess the cultural competency of your organization and make changes accordingly.

ATTACHMENT C: BUDGET INFORMATION AND NARRATIVE

Please provide narratives and/or budget information for each of the following areas for the proposed project. If a budget worksheet or question is not relevant to your project, please make sure to make note of it in your narrative description. Also, note any changes you made to the calculations or formulas in the budget worksheets and any additional information that you would like the reviewers to know about the information in your project's budget.

In addition, HACSM requests a copy of the Provider's overall operating budget and expenses. The format can be from an existing document and does not need to be recreated.

1. RENT LEVELS

- Please describe your rent policy
- Please describe how you determine participant's income, unit size, and rent amount for the proposed program.
- Please provide any additional explanations about the information and/or calculations in this form.

2. SERVICES – PERSONNEL EXPENSES

The worksheet should be completed only for staff that will be employees of the applicant agency and who are providing support services to participants in the proposed project. In the case of partnerships, where the lead applicant is subcontracting with another agency for services, please see the next section, Subcontracted Services.

- Please provide the titles, positions and a brief description of the duties and responsibilities of project staff in relation to the services that you outlined in this proposal.
- Please provide any additional explanations about the information and/or calculations in this form.

3. SUBCONTRACTED SERVICES

Note: If you are not subcontracting with another agency for services, you do not need to fill out this worksheet.

- Please provide the name(s) of the organization(s) that you are subcontracting with and the titles and positions of the staff that will provide the services. Also provide a brief description of the duties and responsibilities of the subcontracted staff in relation to the services outlined in this proposal.
- Please provide any additional explanations about the information and/or calculations in this form.

4. SUPPORT SERVICES REVENUE AND EXPENSES

On this worksheet, please provide only the services budget information related to the proposed project.

- If there are sources of services funding for this project that are not yet committed, please list the sources and the date when you expect to be notified of awards.

- If you are applying for rental assistance to be used in “scattered site” housing, please list the amount in this budget form and explain how you determined the request amount.
- Please provide any explanations about the information and/or calculations in this form.

5. OPERATING PRO FORMA

- If you are applying for rental assistance to be used in a nonprofit owned building, please list the amount in this budget form and explain how you determined the request amount.
- Please include other resources you may leverage in the event there is a funding gap.
- Please provide any additional explanations about the information and/or calculations in this form.

6. OPERATING BUDGET DETAIL

- Please provide any additional explanations about the information and/or calculations in this form.

7. OPERATING EXPENSES

- Please provide any additional explanations about the information and/or calculations in this form.

ATTACHMENT D: ADDITIONAL MATERIALS

The following items must either be on file and current with the San Mateo County Department of Housing or must be submitted along with the application (please check applicable box for each item):

1. **Resolution** from your Board of Directors authorizing submission of this application. The resolution should also authorize a specific person, by name or title, responsible for executing all documents in support of the PBA request.
 On file and current Attached
2. **Board Roster** of you Board of Directors. On file and current Attached
3. **Board Dates** on which your Board met during the past 12 months.
 On file and current Attached
4. **Audit** Copy of the most recent financial audit or your organization, including any management letters. On file and current Attached
5. **Single Audit** Please note if audit includes the federal OMB Circular A-122 and A-133 single audit requirement if your organization expended more than \$500,000 in federal funding from any sources. On file and current Attached
6. **Certification Letter** If your organization did not expend \$500,000 or more of federal funds from any source in the year of the audit, you must attach a certification indicating this fact.
 On file and current Attached
7. **Proof of Non-Profit Status (501(c)(3) designation)**
 On file and current Attached
8. **Corporate By-Laws**
 On file and current Attached
9. **Articles of Incorporation**
 On file and current Attached

V. General Terms and Conditions

Read all Instructions. Read the entire RFP and all enclosures before preparing your proposal.

Proposal Costs. Costs for developing proposals are entirely the responsibility of the proposer and shall not be charged to HACSM or otherwise reimbursed by HACSM.

Proposal Becomes HACSM Property. The RFP and all materials submitted in response to this RFP will become the property of HACSM.

Alteration of Terms and Clarifications. No alteration or variation of the terms of this RFP is valid unless made or confirmed in writing by HACSM. Likewise, oral understandings or agreements not incorporated into the final contract are not binding on the HACSM.

If a proposer discovers any ambiguity, conflict, discrepancy, omission, or other error in the RFP, the proposer must immediately notify HACSM of such error in writing and request modification or clarification of the document. If a proposer fails to notify the HACSM of an error in the RFP prior to the date fixed for submission, the proposer shall submit a response at his/her own risk, and if the proposer enters into a contract, the proposer shall not be entitled to additional compensation or time by reason of the error or its later correction.

Modifications or clarifications to the RFP will be posted to the www.smchousing.org website as outlined above without divulging the source of the request for same. HACSM may, at its discretion, also give electronic notice by email to all parties who have notified HACSM of their electronic contact information in response to this RFP, but no party that fails to receive email notice has any basis for protest given that all clarifications will be available online. It is the obligation of all proposing parties to check the www.smchousing.org website for updates regarding the RFP if they wish to be kept advised of clarifications prior to submitting a proposal.

Selection of Provider(s). The selection of a provider will be memorialized in the form of an "Agreement with Independent Contractor", authorized by a resolution of the Board of Commissioners.

HACSM reserves the right to reject any or all proposals without penalty. HACSM's waiver of any deviation in the proposal shall in no way modify the RFP documents or excuse the proposer from full compliance with any eventual contract.

Equal Benefits. Providers shall comply with all laws relating to the provision of benefits to its employees and their spouses or domestic partners, including, but not limited to, such laws prohibiting discrimination in the provision of such benefits on the basis that the spouse or domestic partner of the Provider's employee is of the same or opposite sex as the employee.

Jury Duty. The Provider must comply with the San Mateo County Ordinance requiring that the provider have and adhere to a written policy that provides its full-time employees who live in San Mateo County with no fewer than five days of regular pay for actual jury service in San Mateo County. This policy may provide that employees deposit any fees received for such jury

service with the Provider or that the Provider deduct from the employee's regular pay the fees received for jury service. If the proposer has no employees that qualify for jury duty in San Mateo County, the proposer may satisfy this requirement by providing the County with written confirmation of the fact that (1) it has no such employees and (2) it will comply with the jury service pay ordinance with respect to any future qualifying employees.

Living Wage. Unless subject to a specific exemption under the Ordinance, proposers providing services or goods with services must comply with Chapter 2.88 of the San Mateo County Ordinance Code, which is the County of San Mateo Living Wage Ordinance. Such compliance includes, but is not limited to, paying all Covered Employees the current Living Wage and providing notice to all Covered Employees and Subcontractors as required under the Ordinance. The Ordinance requires a specific Living Wage be paid to employees working on certain contracts. Please see Chapter 2.88 of the San Mateo County Ordinance Code, to determine whether your contract is covered by the Ordinance or is exempt.

If the contract is exempt from the Ordinance OR if the proposer has no covered employees under the Ordinance, the proposer may satisfy this requirement by providing HACSM with written confirmation of the fact that (1) the contract is exempt from the Ordinance or it has no covered employees and (2) it will comply with the Ordinance with respect to any future qualifying employees.

Insurance. HACSM has certain insurance requirements that must be met. In most situations those requirements include the following: the Provider must carry \$1,000,000 or more in comprehensive general liability insurance; the Provider must carry motor vehicle liability insurance, and if travel by car is a part of the services being requested, the amount of such coverage must be at least \$1,000,000; if the Provider has two or more employees, the Provider must carry the statutory limit for workers' compensation insurance; if the contractor or its employees maintain a license to perform professional services (e.g., architectural, legal, medical, psychological, etc.), the Provider must carry professional liability insurance; and generally, the Provider must name HACSM and its officers, agents, employees, and servants as additional insured on any such policies (except workers compensation). Depending on the nature of the work being performed, additional requirements may need to be met.

Incomplete Proposals May be Rejected. If a proposer fails to satisfy any of the requirements identified in this RFP, the proposer may be considered non-responsive and the proposal may be rejected.

Contact with HACSM Employees. As of the issuance date of this RFP and continuing until the final date for submission of proposals, all proposers are specifically directed not to hold meetings, conferences, or technical discussions with any HACSM employee for purposes of responding to this RFP except as otherwise permitted by this RFP. Any proposer found to be acting in any way contrary to this directive may be disqualified from entering into any contract that may result from this RFP.

Proposers should submit questions or concerns about the process as stated above. The proposer should not otherwise ask any HACSM employees questions about the RFP or related issues, either orally or by written communication, unless invited to do so.

Travel Costs. If the services requested will require the Provider or its employees to travel to, from, or around the Bay Area, and if HACSM opts to permit travel expenses to be reimbursed, there are some general guidelines regarding reimbursement rates that will apply. In general, the following restrictions should be kept in mind: reimbursement for the actual cost of lodging, meals, and incidental expenses (“LM&I Expenses”) is limited to the then-current Continental United States (“CONUS”) rate for the location of the work being done (San Mateo/Foster City/Belmont, California), as set forth in the Code of Federal Regulations and as listed by the website of the U.S. General Services Administration (available online by searching www.gsa.gov for the term ‘CONUS’); airline and car rental travel expenses (“Air & Car Expenses”) are limited to reasonable rates obtained through a cost-competitive travel service (for example, a travel or car-rental website), with air travel restricted to coach fares and car rental rates restricted to the mid-level size range or below; and certain other reasonable travel expenses (“Other Expenses”) such as taxi fares, parking costs, train or subway costs, etc. may be

reimbursable on an actual-cost basis. You should not assume that HACSM will permit travel to be reimbursed, and your proposal should include such travel costs if applicable. Travel costs should be minimized or eliminated for a proposal to be competitive.

Miscellaneous. This RFP is not a commitment or contract of any kind. HACSM reserves the right to pursue any and/or all ideas generated by this RFP. HACSM reserves the right to reject any and all proposals and/or terminate the RFP process if deemed in the best interest of HACSM. Further, while every effort has been made to ensure the information presented in this RFP is accurate and thorough, the HACSM assumes no liability for any unintentional errors or omissions in this document. HACSM reserves the right to waive or modify any requirements of this RFP when it determines that doing so is in the best interest of HACSM. Finally, HACSM may revise or clarify aspects of the required services after proposals are submitted by communicating directly to some or all of the providers that submitted proposals.

VI. Proposal Evaluation and Selection

All proposals received will be evaluated by an RFP Evaluation Committee. During the evaluation process, HACSM may require a proposer's representative to answer specific questions orally and/or in writing. HACSM may also require a visit to the proposer's offices, other field visits or observations by HACSM representatives, or demonstrations as part of the overall RFP evaluation. Once a finalist or group of finalists is selected, additional interactions or information may be required. The most qualified agency/agencies will be recommended by the RFP Evaluation Committee based on the overall strength of each proposal, and the evaluation is not restricted to considerations of any single factor such as cost.

Responses to this RFP must adhere to the format for proposals detailed in Section IV – PROPOSAL CONTENT. The criteria used as a guideline in the evaluation will include, but not be limited to, the following:

- Qualifications and experience of the provider, including capability and experience of key personnel and experience with other public or private agencies to provide these services
- Proposed approach, including clarity of understanding of the scope of services to be provided and appropriateness of the proposed solution/services
- Customer service
- History of successfully performing services for public or private agencies
- Ability to meet any required timelines or other requirements
- Claims and violations against you or your organization
- Cost to HACSM for the primary services described by this RFP
- References
- Compliance with RFP and contractual requirements

HACSM may consider any other criteria it deems relevant, and the Evaluation Committee is free to make any recommendations it deems to be in the best interest of the HACSM. Inaccuracy of any information supplied within a proposal or other errors constitute grounds for rejection of the proposal. However, HACSM may, in its sole discretion, correct errors or contact a proposer for clarification.

Note that the HACSM reserves the right to evaluate proposals solely based on each provider's written submission. In relation to written materials, evaluation will be performed only on the material included directly in the proposal itself unless otherwise indicated or requested by HACSM. Your proposal must be completed without relying on external websites, sales brochures, marketing materials or white papers.

HACSM reserves the right to accept proposals other than those with lowest costs.

CONTRACT AWARD

Upon completion of the proposal evaluation process, the evaluation committee will submit its conclusions and recommendation to the Executive Director. If the recommendation is approved, the successful firm will receive a Notice of Award; and thereafter, contract price negotiations will begin if required.

NOTICE TO PROPOSERS

HACSM is not required to give notice to proposers in any specific format or on any particular timeline. At some point prior to execution of a final agreement for the requested services, HACSM will notify those who submitted proposals of their non-selection. Proposers may be notified at different times depending on the needs of HACSM.

PROTEST PROCESS

If a proposer desires to protest the selection decision, the proposer must submit by facsimile or email a written protest within five (5) business days after the delivery of the notice about the decision. The written protest should be submitted to the Executive Director as outlined below. Protests received after the deadline will not be accepted. Protests must be in writing, must include the name and address of the proposer and the RFP number, and must state all the specific grounds for the protest. A protest that merely addresses a single aspect of the selected proposal (for example, comparing the cost of the selected proposal in relation to the non-selected proposal) is not sufficient to support a protest. A successful protest will include sufficient evidence and analysis to support a conclusion that the selected proposal, taken as a whole, is an inferior proposal.

HACSM will respond to a protest within 10 business days of receiving it, and HACSM may, at its election, set up a meeting with the proposer to discuss the concerns raised by the protest. The decision of the HACSM will be final. The protest letter must be sent as follows:

Ken Cole, Executive Director
Housing Authority of the County of San Mateo
264 Harbor Blvd., Bldg A
Belmont, CA 94002

or

Facsimile: 650-802-3373

or

KCole@smchousing.org