



# REQUEST FOR INFORMATION

Request for Information (RFI) for:

Regional Landlord Engagement and Management  
of Flexible Housing Pool

Issue Date: October 1, 2019

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## 1. DISCLAIMER

This Request for Information does not create any representation, either express or implied, that:

- Any tender or procurement process will proceed; or
- if a tender or procurement process does proceed, that the participant's tender or other form of application (if any) will be given any preference or special consideration.

Participants are still required to follow any tender or procurement process that may take place. This Request for Information does not indicate a commitment to any particular course of action.

## 2. INTRODUCTION

### 1.1 Background

With low vacancy rates and high costs of housing, San Diego County faces significant challenges with addressing homelessness. The RTFH has heard from its members, key stakeholders, and community partners about the lack of available housing units that are affordable in the region to be able to successfully place individuals and families experiencing homelessness. The RTFH understands that San Diego must move forward with tackling the housing issue with several approaches that include new development of affordable housing units and permanent supportive housing units, but also recognizes that there are opportunities to better access and utilize the existing rental market in the region.

RTFH and community partners are engaging in efforts to reduce homelessness and promote housing stability within San Diego County through the development of a flexible housing pool. The RTFH envisions the pool as a resource for securing private rental units placed on the market so that provider organizations have an inventory of available units that can be matched with prospective tenants. This will ensure the availability and timeliness of high-quality units that can be subsidized by existing federal and state sources as well as local flexible dollars to allow for the units to be affordable for the most vulnerable tenants. At this time, San Diego does not have a single entity responsible for regional landlord engagement. Across the region there are various entities and agencies engaging landlords using various strategies and approaches that differ from one entity to the other, and in other parts of the County there is very little landlord engagement happening. Equally, San Diego does not have a source of flexible funding that can be used to support regional landlord engagement efforts or resources to be used flexibly and creatively to secure units in the market.

To support in these efforts, RTFH is seeking information from interested entities to submit an overview of the ideal staffing structure, budget, and timeline to develop a model for a Regional Landlord Engagement and Management of Flexible Housing Pool dedicated to brokering relationships with property owners and landlords to secure units for vulnerable populations within the San Diego region and managing a flexible pool of funding to be used for various housing related expenses including long-term rent. The entity will be responsible for regional landlord engagement across San Diego County, managing a flexible housing fund to secure market rates units in the community, and partner with existing services providers to support housing placements for individuals and families served by their programs.

## 1.2 Purpose

This Request for Information is an information gathering process in which the RTFH seeks to collect information and opinions from various stakeholders that may include real-estate, property management, affordable housing, and homeless services agencies, in order to ascertain interest and better understand the components and fiscal impact of a full time entity to address the housing inventory challenges within the community. This Request for Information and the responses provided may be used as a precursor to a procurement process in the future.

Insights may relate to a range of issues to include:

- Affordable Housing
- Landlord Engagement
- Homelessness
- Housing Inventory
- Fair Market Rent
- Property Management Relationship Brokerage
- Flexible Housing Subsidy Pool

## 1.3 An Opportunity to Contribute and Shape

The RTFH views this Request for Information as an opportunity for parties that include real estate, property management, affordable housing development, homeless services, and others to contribute information based on their knowledge and experience.

The RTFH encourages participation, acknowledging that participation is completely voluntary. You may choose to answer all or some of the questions. Please note this process is independent from any subsequent procurement process and your participation or otherwise will have no bearing on any future procurement processes.

## 1.4 Confidential

The RTFH will treat all responses confidentially.

## 1.5 Contact Person

The Contact Person for this Request for Information is:

Name: Jennifer Yost

Title: Director of Grants Management

Address: 4699 Murphy Canyon Road Suite 104 San Diego, CA 92123

Telephone: (858) 292-7627 x15

Email: [Jennifer.Yost@rtfhdsd.org](mailto:Jennifer.Yost@rtfhdsd.org)

## 1.6 Lodgement

Please return completed responses by October 31, 2019 at the latest. Earlier responses are welcomed.

Please submit responses to:

Email: [Jennifer.Yost@rtfhdsd.org](mailto:Jennifer.Yost@rtfhdsd.org)

Ensure:

- **RFI for Regional Landlord Engagement and Management of Flexible Housing Pool** appears in the subject line of the email.
- Your submission is zipped and virus checked prior to submission.

### 3. SCOPE

The RTFH is seeking information from partners that include qualified real estate, property management, affordable housing, homeless services agencies, and others on what it would take for a single entity to provide regional landlord engagement across San Diego County and be responsible for management of a flexible housing pool. This entity would potentially be responsible for:

- Developing an inventory of market rate and affordable housing units in the San Diego region to be available for individuals and families experiencing homelessness.
- Brokering meaningful relationships with property owners and landlords who have vacant, ready to occupy, permanent housing units. Housing could range in sizes from studios and 1 bedrooms to multibedroom units and single family homes.
- Implementing strategies to secure units with landlords that may include utilizing a master lease or tenant based rental assistant approach.
- Managing a flexible housing pool to be used to support unit lease up and pay for various housing related costs based on the need of the household that may include one-time payments such as deposits as well as ongoing payments such as long-term rent.
- Processing payments to landlords and other community entities from the flexible housing pool in a timely manner to ensure units are secured and that good customer service is provided to landlords.
- Utilizing a web-based technology portal to record available units to communicate to supportive housing service providers in real time.
- Developing meaningful relationships with homeless service providers to match prioritized households to available housing opportunities for which the household meets eligibility criteria.
- Acting as a liaison to landlords and managing tenant and landlord issues, crises, disputes and relations.
- Creating a system to respond quickly to landlord/tenant issues, as well as crisis situations 24-hours per day. This may include working closely with the supportive services providers who may be providing the ongoing services to the household.
- Communicating with designated service providers regarding any tenant issues or breach of lease concerns and assist with negotiating resolution.
- Managing tenant/neighbour/community issues.
- Adhering to the housing rights of people with disabilities under Section 504 of the Rehabilitation Act of 1973 and the Fair Housing Act, as Amended in 1988.
- Assessing the need for reasonable accommodations and working with property management to make unit modifications based on ADA compliance expectations.
- Tracking high quality data in the Homelessness Management Information System (HMIS) that will allow the RTFH to track program outcomes that may include number of units secured, number of days to placement, cost of units, location of units, and stability of households placed.
- Working with the RTFH and partners in engaging new funding sources for investments in the flexible housing pool that may include healthcare, criminal justice, and other sectors

### 4. RESPONSE SECTION

The RTFH has developed a list of questions for interested parties to respond to. Your answers may include as much or as little detail as you feel is necessary. Additional information on matters or issues not raised to include logical assumptions to develop costs is welcomed. Please provide your responses in the text boxes provided wherever possible.

**5. RESPONDENT DETAILS**

Name of Respondent:	
Address of Registered Business:	
Telephone:	
Email:	
Web:	
General Contact Person:	
Phone:	
Email:	

**6. RESPONSE SCHEDULE/SPECIFIC INFORMATION REQUESTED**

Utilize the following questions to respond to the Request for Information in a separate document:

1. Describe the potential need for a single entity to provide regional landlord engagement and have access to a flexible housing pool to support various housing related costs.
2. Describe any potential challenges as well as opportunities with providing regional landlord engagement and working with existing organizations that may be performing similar work in specific areas of the county.
3. Describe any hesitations or concerns regarding the activities described in the Scope section (Section 3). Are there activities that appear to be missing?
4. Describe the ideal approach for management of a fulltime team responsible for regional landlord engagement and management of a flexible housing pool including the staffing structure, job responsibilities, and strategy for securing needed units to meet the demand.
5. Describe what experience is necessary for the positions stated in question 2. Should certain positions have real estate agent experience or have similar expertise in the rental market?
6. Describe how an entity should foster meaningful relationships with property owners/landlords as well as other partners such as community service providers,

Public Housing Authorities, and other local government entities and act as a bridge between the two to address the interests of the tenant and property owner.

7. Provide a timeline itemizing the steps and processes necessary for the regional landlord engagement and management of a flexible housing pool team to be fully operational to start securing units.
8. As an attachment, submit a projected budget clearly identifying levels of support needed to develop the team, administrative, start-up costs, and any other costs anticipated for the first 24 months of operation to achieve the required Scope of Work.  
**Note: The cost of securing and paying rent for units is not required for this Request for Information process.**

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