



REQUEST FOR PROPOSALS

Request for Proposal (RFP) for:

Centralized Flexible Housing Pool Coordination
and Housing Location Technology Platform

Issue Date: February 14, 2020

NOTICE
REQUEST FOR PROPOSALS
FOR CENTRALIZED FLEXIBLE HOUSING POOL COORDINATION AND HOUSING
LOCATION TECHNOLOGY PLATFORM
RFP NO. 2020-01

Notice is hereby given that Proposals will be received by the San Diego Regional Task Force on the Homeless (RTFH) and joint partners, collectively referred to hereinafter as “Partnering Agencies”, until **March 16, 2020** for the RFP entitled Centralized Flexible Housing Pool Coordination and Housing Location Technology Platform. This will include furnishing all labor, material and equipment, and performing all work necessary and incidentals, in accordance with the Scope of Work (SOW) and contract documents. The Partnering Agencies may award multiple one-year contracts with the option of four (4) one-year extensions, provided services are satisfactory and funds are available.

A Request for Proposals (RFP) package containing all submission requirements will be available on **February 14, 2020**, and may be downloaded from the RTFH website at www.rtfhsd.org under Flex Housing Pool.

Proposers shall provide an original and three (3) copies of their business proposal and an original of their cost proposal, which shall be addressed and delivered to:

Lahela Mattox, Chief Operations Officer
SAN DIEGO REGIONAL TASK FORCE ON THE HOMELESS
4699 Murphy Canyon Road Suite 104
San Diego, CA 92123

All Proposals shall be labelled “Centralized Flexible Housing Pool Coordination and Housing Location Technology Platform, **RFP No. 2020-01.**” Any Proposer who wishes his/her Proposal to be considered is responsible for making certain that it is received at the RTFH by the stated date and time. No oral, electronic, facsimile, or telephonic proposals or modifications will be considered unless specified. Proposals received after the scheduled deadline will be returned unopened. Proposers, who upon request receive the RFP package and do not wish to submit a proposal, should reply with a letter of “No Proposal” by the submission due date.

Questions regarding the RFP are to be directed to Lahela Mattox at (858) 292-7627 x45 or lahela.mattox@rtfhsd.org.

The Partnering Agencies reserve the right to reject any and all Proposals. This RFP is not a contract or commitment of any kind. The Partnering Agencies are not liable for costs incurred in the preparation of the respondent's Proposal. They reserve the right to issue supplementary information or guidelines related to this RFP. Notwithstanding any other provisions herein, the Partnering Agencies reserve the right in their sole discretion to waive minor technical deficiencies in the Proposals. In accordance with the Civil Rights Act of 1964, Americans with Disabilities Act of 1990, Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, it is the policy of the Partnering Agencies to assure equal opportunity to all persons in the award and performance of any contract, without regard to race, color, sex, religion, national origin, ancestry, age, marital status, or disability.

In submitting a Proposal, each Proposer thereby agrees that, if awarded a contract, it shall execute a standard contract with RTFH. Partnering Agencies shall not award a contract to, or be obligated to execute a contract with, any Proposer who refuses to execute said standard RTFH contract.

CALENDAR OF KEY DATES

ACTIVITY	DATE*
Release of Request for Proposal.....	February 14, 2020
Questions Due 5:00pm.....	February 21, 2020
Responses to Questions posted to website	February 28, 2020
Proposals Due 5:00 pm	March 16, 2020
Finalist Interviews and Proposal Selection	March 20, 2020
Notification of Intent to Negotiate	March 26, 2020
Notification of Intent to Award	March 31, 2020
Contract Awarded/Commencement of Services	April 3, 2020

*Dates are subject to change at sole discretion of RTFH, except for Questions Due or Proposals Due. If these two dates change, the change will be published via Addendum attached to the RFP.

TABLE OF CONTENTS

Section 1 – Purpose of RFP and Scope of Services	2
1. Introduction.....	2
1.1 Background	2
1.2 Purpose	3
2. Scope Of Work	4
2.1 Centralized Flexible Housing Pool Coordination.....	4
2.2 Web-Based Housing Location Technology Platform.....	7
3. Anticipated term of contract and funding sources.....	9
4. Eligible Respondants	9
Section 2 – RFP Terms and Conditions	10
1. RFP Process	10
2. Submission of Proposal.....	11
3. Submittal Requirements.....	13
4. Project Narrative.....	14
5. Project Timeline.....	15
6. Project Budget.....	15
7. Evaluation Criteria.....	15

SECTION 1 - PURPOSE OF RFP AND SCOPE OF SERVICES

1. INTRODUCTION

1.1 Background

The Regional Task Force on the Homeless (RTFH) is an integrated array of stakeholders committed to preventing and alleviating homelessness in San Diego. The RTFH is responsible for coordinating San Diego's collective response for addressing homelessness. In January 2017, RTFH formally merged with the regional Continuum of Care (CoC), a consortium of representatives tasked with strategic planning and coordination of resources to strengthen collective impact. Leveraging the comprehensive resources of the CoC, the new RTFH has become a singular organization with a singular goal: to end homelessness in the San Diego region.

With low vacancy rates and the high cost 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 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 and an urgent need to better access and utilize the existing rental market in the region.

RTFH and joint partners¹ collectively referred to as "Partnering Agencies," have been engaging in efforts to reduce homelessness by promoting housing stability within San Diego County through the development of a flexible housing pool. The Partnering Agencies envision the pool as a resource for securing private rental units placed on the market in order for service provider organizations to 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.

Partnering Agencies, in consultation with tailored technical assistance provided by CSH under the California Department of Housing and Community Development (HCD), in partnership with LeSar Development Consultants, released a Request for Information in October 2019 with targeted questions around Flexible Housing Pool (FHP) program design, organizational and fiscal considerations for a FHP Coordination Agency, and budget recommendations. Feedback from the RFI respondents helped shape the design of the Scope of Work described in this RFP.

¹ In the interest of time in order to facilitate the Request for Proposal process, the formal agreements to identify all joint partners have not been executed at the time of this publication.

1.2 Purpose

Partnering Agencies are issuing this Request for Proposals (RFP) process to solicit proposals for a Contract with one or more organizations that can provide an array of services and activities that collectively perform the function of regional housing coordination and/or provide a housing location technology platform through use of a FHP. Functions of regional housing coordination include increasing the efficiency of housing identification and placement, centralizing housing coordination regionally to one entity, applying service delivery best practices such as Housing First and aligning coordination efforts between available housing units and service providers. The contracted entity will utilize a web-based housing location technology software to process, collect, store, and leverage data in order to expedite the process of housing coordination.

Partnering Agencies seek an organization that can perform a range of housing-related functions and has the demonstrated ability to collaborate with support service providers, property owners, and public agencies. This is a pioneering approach to supportive housing that: a) requires a systemic approach with collective impact to achieve scale, and b) recognizes that current sources of rental subsidies are inadequate to meet the need.

RTFH has included the creation of a regional FHP to operate throughout San Diego County as part of the 2019 and 2020 Work Plan. The FHP is intended to cover the entire County of San Diego, including all 18 cities and the unincorporated areas. The San Diego Regionally Centralized Flexible Housing Pool will launch with an estimated initial pool of approximately \$1.8 million in committed funding from the RTFH. Partnering Agencies are also in negotiation to secure multiple flexible funding sources to support implementation as well as long-term sustainability. Additional committed funds and resources are expected upon official launch of the FHP by the end of 2020.

Partnering Agencies are proposing a three-phase approach for implementation and sustainability of the FHP.

Phase One Goals:

- Identify and establish a Centralized Flexible Housing Pool Coordinator.
- Optimize existing underutilized rental assistance subsidies, utilize effective strategies that may include master leasing, to secure units for an extended period of time.
- Establish flexible funds that can be utilized to close the funding gaps that may be barriers to securing housing. This can include, but is not limited to, application fees, utility deposits, and other costs such as furniture and groceries.
- Identify and implement a web-based housing location technology software.

Target Population:

- Determined by the available subsidy resource which varies by funding. May include CoC Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH) resources, HUD-Veterans Affairs Supportive Housing (HUD-VASH), and other rental assistance with supportive service programs.

Phase Two Goals:

- Identify and establish partnerships with other resources including but not limited to, the criminal justice system and healthcare sector in order to pair existing services such as Health Homes or other housing tenancy support services with rental assistance.

Target Population:

- Determined by the available subsidy resource which varies by funding.

Phase Three Goals:

- Fund a fully functioning FHP that incorporates multiple funding streams.

If more than one Contractor is selected, task assignments will be distributed amongst all Contractors based on need, cost, availability, specialized knowledge, and/or rotation. The term Contractor, as used herein, shall refer to Consultants who have been selected and have entered into contracts for services with the Partnering Agencies. The term Consultant and the term Contractor may be used interchangeably.

2. SCOPE OF WORK

2.1 Centralized Flexible Housing Pool Coordination

This section of the RFP solicits innovative and qualified non-profit, for-profit, faith-based, private and public organization(s) respondents for the role of Centralized FHP Coordination. The Contractor identified for FHP Coordination will be responsible for establishing and managing the operation of the FHP, collaborating with entities to implement and operate the FHP and working at the direction of the Partnering Agencies to implement the FHP. In conjunction with Partnering Agencies, and in keeping with the established guidelines, the Contractor will work collaboratively to develop program regulations for the FHP. The components of the FHP Coordination program requirements include:

Flexible Housing Pool Fund Management:

The Contractor of the Centralized Flexible Housing Pool will lead the launch of the FHP in collaboration with and direction from the Partnering Agencies. The selected Contractor will design FHP operations around established program goals and metrics, including supportive housing unit goals, funding goals, services goals, client goals and general system alignment goals. This will include administrative and programmatic operations, and a plan for ensuring compliance with applicable federal, state and local laws, as well as contracting with funding entities to manage pooled funds.

The Contractor will manage funding committed to the FHP to fund launch activities. Contractor will design FHP fund start-up and ongoing fiscal operations, including contracting, monitoring funding and grant requirements, disbursing funds for start-up activities as approved by Partnering Agencies, and develop a start-up and ongoing operations budget and protocols for administrative and programmatic activities of the FHP. The Contractor will work with the Partnering Agencies to engage new funding sources for investments in the FHP that may include healthcare, justice, and other sectors.

The selected Contractor will contract directly with funding agencies (which may include County departments, City, and philanthropic partners) to manage and distribute funds in accordance with funder regulations. The Contractor will use the contracted pooled funds in Phase One to merge with other resources to optimize existing underutilized rental assistance subsidies - utilizing a master leasing strategy - to secure units for an extended period of time. It is intended that these underutilized subsidies coupled with funds from the FHP will create a tailored package of housing resources prioritized through San Diego's Coordinated Entry System (CES). San Diego's CES centralizes access, intake and assessment processes for individuals entering the homeless system and prioritizes these individuals for housing in order of vulnerability.

The Contractor will be responsible for fiscal management of the funds and will develop an accounting system for committed funds, restrictions, funding uses and disbursements. The Contractor will utilize best practices to ensure that there are strong financial controls in place that

govern the disbursement of all FHP funds that include robust capabilities for tracking, reporting, and data analysis. The Contractor will also prepare and manage FHP budgets, as well as accounting and program outcomes reports that will be presented at Partnering Agency meetings. Finally, the Contractor will manage all contracts with funders, including evaluation and reporting requirements for the funds.

Unit Acquisition and Portfolio Management:

Another significant role of the Centralized Flexible Housing Pool Contractor is to serve as the region's primary centralized landlord liaison tasked with understanding the dynamics of the housing market. This includes landlord recruitment and retention, as well as engaging new landlords using creative and flexible approaches. Knowledge gained through these efforts is used to understand the market inventory in order to capitalize on fostering meaningful relationships with property owners, landlords, and property management corporations to quickly secure units off the rental market.

A first step in this process is conducting outreach to engage landlords in order to develop an inventory of market rate and affordable housing unit opportunities within the San Diego region. Units can vary in all shapes and sizes from 1,2, and 3 bedroom apartments, single family homes, as well as rooms for rent within a home allowing for a range of inventory to meet individual needs but also support other regional efforts including shared housing.

The Contractor will be expected to negotiate leases with landlords utilizing a variety of methods to identify and secure a broad range of decent, safe, and affordable housing throughout the San Diego. Leasing options should include but are not limited to:

- **Master Leasing:** Identify and manage relationships with landlords who have potential interest in master leasing to the Contractor multiple units within one property or location. Upon execution of the master lease, the Contractor has the authority to sublease to program tenants.
- **Scattered Site Leasing:** Recruit landlords and work with supportive service providers to manage subsidy administration responsibilities for units in diverse areas matching tenant needs and choice. Must be able to manage oversight of scattered site leasing throughout the San Diego Region.
- **Subleasing:** Sublease to tenants facing barriers to traditional leasing arrangements.

The Contractor will support unit lease-up processes and pay for various housing related costs based on the need of the household, which may include one-time payments such as deposits as well as ongoing payments such as long-term rent. The Contractor may be expected to process payments to landlords and other community entities from the FHP in a timely manner to ensure units are secured and that good customer service is provided to landlords.

The Contractor will create and manage a streamlined housing application process in order to expedite housing placement and reduce duplication of processes. The Contractor will work with supportive service providers to ensure monthly rental subsidies are paid to owners/property managers in a timely fashion within lease parameters and when necessary, manage deposit payments, other move-in costs or manage tenant payments of rent.

To support compliance with funding requirements, the Contractor will create and implement housing inspection processes, inclusive of housing quality standards as needed. Contractor will also create a crisis line available to landlords and property managers in case of tenant emergencies 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.

The Contractor will adhere 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 as well as assess the need for reasonable accommodations by working with property management to make unit modifications based on ADA compliance expectations.

Relationship Management:

To support the function of Unit Acquisition and Portfolio Management, the Contractor is required to build trust and cultivate working relationships with Partnering Agencies, Coordinated Entry System matchers, service providers as well as the landlord/ property management communities. To support these expectations, Partnering Agencies require that the Contractor:

- Broker 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 bedroom to multi-bedroom units and single family homes.
- Utilize a web-based technology portal to record available units, track inventory and communicate to supportive housing service providers in real time. This technology platform is defined in Section 2.2 of this RFP.
- Develop meaningful relationships with homeless service providers to match prioritized households to available housing opportunities for which the household meets eligibility criteria.
- Act as a liaison to landlords and manage tenant and landlord issues, crises, disputes and relations.
- Communicate with designated service providers regarding any tenant issues or breach of lease concerns and assist with negotiating resolution.
- Collaborate with property management, landlords and service providers to manage tenant/neighbor/community issues.

Data collection, fiscal management, and reporting

To ensure adequate tracking of outcomes and performance, the Contractor is required to establish processes to report on housing retention, stability, and services provided, on a monthly basis. Reporting capacity must include the ability to refine data from multiple sources.

The Contractor will be required to use the Homeless Management Information System (HMIS), in compliance with policies and procedures and written standards, to track individual tenant data and 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. Contractor will update data in HMIS in a timely manner.

The Contractor is also required to work collaboratively with Partnering Agencies and the FHP governance structure to use data to inform program modifications and improve the performance of the FHP over time.

2.2 Web-Based Housing Location Technology Platform

This section of the RFP solicits innovative and qualified non-profit, for-profit, faith-based, private and public organization(s) respondents for the role of developing and managing a Web-Based Housing Location Technology Platform. The following required specifications are highly desired functions based on a review of similar housing location software processes.

It is the intent of this RFP to identify a Contractor who has a technology solution that can collect, store, and leverage unit acquisition data. Combined with best policy and program practices, the software must have the functionality to store unit recruitment tracking, provide real-time unit vacancy data, have searchable, real-time, detailed listings of available housing, store unit demographics with geolocation mapping, and support a centralized operator, property managers, and supportive service providers to communicate vacancy demographics in real time.

Core Components:

While the solution, software, and specific details of implementation are rather flexible, the core components of the right technology must incorporate the following seven core component areas:

- Person-centered and choice-focused
- Data security that controls user accounts, roles, & ensures privacy protection
- Presents a positive user experience to generate buy in and system adherence
- Collects detailed information on units to match appropriately to programs and tenants
- Streamlines communication, approvals, and housing move-in processes
- Automates system-generated communication of milestones such as vacancies and move-in dates
- Provides system management, reports and analytics

System Specifications:

The selected vendor is required to provide the following system specifications:

- Cloud-based/web-based
- Bandwidth for an estimated number of 1,000 concurrent users
- Support for user and system queries to the database and Excel (or comparable) exports
- User roles for system admin, housing locator, case manager, landlord/property owner
- Clean user interface that minimizes data entry time, particularly for property owners
- Data integration capabilities with Homeless Management Information System (HMIS) or Public Housing Authority (PHA) databases

Training and Support:

Customer Service functionality that supports a positive customer experience for all utilizers involved must include:

- User training and technical guides/manuals
- Second and third-level technical support
- System-generated emails and communication
- In-system communication through messaging/email

Reporting & Data Analytics

The selected Vendor will be expected to meet regularly with Partnering Agencies to discuss data and software features with stakeholders to ensure continuity and optimal performance. The Vendor must adopt a data-driven approach by using actionable data combined with qualitative insight to identify challenges and determine solutions. These actionable data and indicators will be agreed upon by stakeholders initially so that a set of routine and ad hoc tools from the housing location database can be developed.

For insightful administration and effective performance management of housing location services, it is important that the selected Vendor have a database that has both routine and ad hoc reporting capabilities. Analytics should encompass system level, unit level, and process based metrics to determine system health, identify roadblocks, and monitor solutions. Examples of desired reporting features include:

- Potential System level Metrics
 - Percentage of units leased, in process, vacant, inactive
 - Average/Median length of time tenants remain housed (housing stability)
 - Unit quality by property manager
- Potential Unit level Metrics
 - Average/Median of times units are viewed before a tenant moves in
 - Average/Median rents by geographic area (rent comparable)
 - Rate of failed inspections
- Potential Process based Metrics
 - Average/Median length of time from housing location enrollment to permanent housing move in
 - Number of times units are declined by tenants seeking housing

System Administration:

- Provide web-based data hosting, security, data backup procedures and off-site storage, recovery/restorative procedures, major outage procedures and 24/7 emergency technical support for the duration of the contract.
- SOAP/XML DataStream procedures exist to create a near real-time link between the live Database and other applications.
- Provide technical safeguards to ensure the highest level of client confidentiality, data encryption and authentication, role-based security, audit trail, event monitoring, restrict user level access when appropriate, and flexible data sharing while ensuring client data privacy and confidentiality.

3. ANTICIPATED TERM OF CONTRACT AND FUNDING SOURCES

The term of contract(s) executed under this RFP will be from April 3, 2020 – April 3, 2021. Based on need, availability of funds and contractor performance. Partnering Agencies may extend this term for up to two additional years with each extension not to exceed one year. Continued support will be dependent upon the Contractor's performance and the continued availability of funding.

The current funding for the Centralized Flexible Housing Pool Coordination and Housing Location Technology Platform is anticipated to be at minimum \$1.8 million which will fund the operations of landlord engagement entity and direct housing expenses through the flex fund. The bidders proposed budget must delineate funds and technology platform to be used for operations as well as funds to be dispersed for housing-related expenses along with an estimate of number of households served.

This RFP is for the initial implementation phase one of the FHP as outlined in **Section 1.2**. However, Partnering Agencies are interested in growing this fund upon the successful execution of the initial phase. It is anticipated that in the future, investors may contribute funds to the FHP and will identify clients to receive rental subsidies. If the FHP is expanded, then the FHP scope and the budget for the FHP Coordination Agency will be modified accordingly to include new or increased funding, additional target populations in addition to the initial target population, and expanded geographic coverage. This contract will operate on a reimbursement basis only.

This initiative is administered by RTFH and includes an initial contribution of \$1.8 million of Homeless Emergency Aid Program (HEAP) funding. Consequently, all guidelines and requirements of the RTFH and HEAP funding must be met. HEAP funds must align and comply with the core components of Housing First as defined in Welfare and Institutions Code § 8255(b). HEAP funds must also be fully expended by June 30, 2021. Future funds may include federal, state and local funds and could have specific uses and restrictions which must be considered and adhered to.

Should a Respondent's contract be terminated or relinquished for any reason, Partnering Agencies reserve the right to return to the pool of respondents generated from this RFP to select another qualified respondent.

4. ELIGIBLE RESPONDANTS

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private and public. Respondents may apply for one or more scopes of work (as outlined in **Section 2**) as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP. By partnering with subcontractors, lead agencies will expand the number of organizations that can optimize services within the San Diego region.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that Partnering Agencies will make payments for services on a reimbursement basis. Payment will be made 30 days after invoice approval. Respondents must be able to proceed with program operations upon award notification.

SECTION 2 – RFP TERMS AND CONDITIONS

1. RFP PROCESS

- 1.1 It is the Responder's responsibility to submit a proposal based on the most current RFP and addenda. Periodically check the Website for addenda that may be issued to implement changes or clarification to the RFP, prior to the due date. The RFP, associated documents and addenda may be obtained from www.rtfhsd.org.
- 1.2 Partnering Agencies reserve the right to host pre-proposal conference(s). If scheduled, the date, time, and location for the pre-proposal conference will be provided on www.rtfhsd.org.
- 1.3 Responder's Inquiries and Responses - All contacts from your organization related to this RFP or your proposal, including questions, must be directed in writing exclusively to the Chief Operations Officer. You should not attempt to contact any other personnel about this RFP unless authorized by the Chief Operations Officer.
- 1.4 Written addenda to the RFP may be issued to provide clarifications, corrections, or to answer questions and will be published at www.rtfhsd.org. Partnering Agencies may issue an addendum up to two business days prior to the "Submittal Due Date for RFP". It is each Responder's responsibility to monitor the RTFH web page for addendums.
- 1.5 Proposals must be submitted by the time and date specified.
- 1.6 Proposals will be evaluated by a Source Selection Committee (SSC) appointed by Partnering Agencies, also known as the Source Selection Authority (SSA).
- 1.7 Partnering Agencies may seek clarifications for the SSC. Partnering Agencies shall determine the appropriate means of clarification, which may be by telephone, email, letter, or oral interviews.
- 1.8 Upon recommendation of the SSA, negotiations may be held with one or more Responders. The negotiations will be conducted with the firms determined to be in the competitive range, and may conclude with a request for a revised proposal(s), Best and Final Offer(s) (BAFO), or addenda to the proposal.
- 1.9 A designated agent identified by the Partnering Agencies will notify all Responders and post a Notice of Intent to Award after receipt and approval of the SSA's recommendation to award.
- 1.10 The RTFH and subsequent Partnering Agencies may, at its discretion, enter into final negotiations with the selected Responder.
- 1.11 The RTFH will attempt to notify all Responders of the status of each Proposal prior to posting the Notice of Intent to Award.
- 1.12 The timing and sequence of events resulting from this RFP shall ultimately be determined by the Partnering Agencies.
- 1.13 The Partnering Agencies may reject all proposals.

2. SUBMISSION OF PROPOSAL

- 2.1 It is the Responder's responsibility to submit a proposal based on the most current RFP and addenda. Periodically check the Website for addenda that may be issued to implement changes or clarification to the RFP, prior to the due date. The RFP, associated documents and addenda may be obtained from www.rtfhsd.org.
- 2.2 Proposals shall be delivered or post-marked no later than March 16, 2020, by 5:00.00 PM PACIFIC TIME to:
Regional Task Force on the Homeless
Attention: Lahela Mattox, Chief Operations Officer
4699 Murphy Canyon Road, Suite 104
San Diego, CA 92123
- 2.3 All proposals shall be signed by an authorized officer or employee of the submitting organization. The title of the authorized officer or employee, the name, email, address and phone and fax number of the organization shall be included. Scanned images of pages containing original signatures are acceptable for submission of an electronic file. Electronic or digital signatures will not be accepted.
- 2.4 Your proposal must be submitted in a format that complies with the submittal requirements. Unless otherwise specified, the proposal shall conform to the format listed below.
 - 2.4.1 Proposals shall not exceed a total of one-hundred (100) pages, which may be fifty double-sided sheets of paper or one-hundred single-sided sheets of paper. This limitation includes all appendices and required forms, except that the limit shall not apply to Confidential/Propriety Exhibit and financial documents. The SSC will not consider any material beyond the first one-hundred (100) pages.
 - 2.4.2 You must submit one unbound original proposal and three (3) hard copies.
 - 2.4.3 You must submit one electronic proposal in a pdf format. Separate each exhibit into one or more files. Clearly name files as to the exhibit and order. Pages requiring signatures must be scanned from an original signature. Other pages may be scanned, or converted to .pdf from other file formats. Converted and searchable formats are preferred. The electronic submission shall be provided on a flash drive.
 - 2.4.4 Proposals shall be formatted to print on 8-1/2" x 11" page size with no less than 1/2" margins and eleven (11) point font, except that renderings, drawings and charts may be formatted to print on 11" x 17" page size with no less than 1/2" margins and eleven (11) point font.
 - 2.4.5 Pages shall be consecutively numbered within the bottom or top margin of each page, including attachments.
 - 2.4.6 Each proposal shall be typed and be concise but comprehensive. Proposals shall not include unnecessarily elaborate brochures, visual or other presentations, or art work beyond what is sufficient to present a complete and effective proposal.
- 2.5 Your proposal must be organized in accordance with this RFP. Unless otherwise specified, the proposal shall conform to the following organization:
 - 2.5.1 Proposal Cover Page
 - 2.5.2 Table of Contents listing, by page number, the contents of the proposal.

- 2.5.3. Project Team – Including Subcontractors
 - a. Completed and signed Representations and Certifications form from each company on the team organization chart.
 - b. Completed and signed Nondisclosure Indemnification Agreement (if applicable due to submittal of Confidential Proprietary Exhibit(s)).
- 2.5.4. Project Narrative
- 2.5.5. Project Timeline
- 2.5.6. Project Budget
- 2.6. Responders shall submit separate exhibits in separate files for the project description exhibit; and (if applicable) Confidential/Proprietary exhibit components of their proposal.
 - 2.6.1. Submit a project description exhibit.
 - 2.6.1.1. Content shall be organized to correspond to the applicable question or requirement. All forms, responses and attachments shall be sequentially numbered to correspond to the applicable question or requirement.
 - 2.6.1.2. No confidential or proprietary information, including PI (Personnel Information) or PII (Personal Identifiable Information), is to be included in the project description exhibit. Responses that include confidential or proprietary information shall refer to the response contained within the Confidential/Proprietary exhibit (for example: If submittal requirement #1 requires staff Social Security Numbers, the response to requirement #1 shall reflect “see response #1 contained within Confidential/Proprietary exhibit”).
 - 2.6.2. Submit a separate Confidential/Proprietary exhibit (if applicable). Some members of the Partnering Agency are public agencies subject to the disclosure requirements of the Public Records Act, California Government Code Section 6250 and following. Partnering Agencies may publish leases, which may contain some or all of the successful proposal(s), to its public website. If confidential or proprietary information is contained within the submission:
 - 2.6.2.1. It must be submitted in a separate clearly labelled exhibit with all pages marked as “EXHIBIT-CONFIDENTIAL/PROPRIETARY”.
 - 2.6.2.2. Offeror must provide a signed Nondisclosure Indemnification Agreement.
 - 2.6.2.3. In accordance with the California Public Records Act, Partnering Agencies will not treat pricing or terms and conditions as confidential. Confidential/Proprietary exhibits will be examined prior to review, and price or terms and conditions may be removed or Partnering Agencies may declare a proposal non-conforming because of the inclusion of price or terms and conditions in the Confidential/Proprietary exhibit.
- 2.7. All proposals become the property of the Partnering Agencies. A Responder may request the return of its proposals upon withdrawal, which Partnering Agencies may grant or deny at its sole discretion.
- 2.8. It is understood and agreed upon by the Responder in submitting a proposal that the Partnering Agencies have the right to withhold all information regarding this procurement until after award, including but not limited to: the number received; competitive project description

information; competitive proposed budget; and the evaluation of competing proposals. Information releasable after award is subject to the disclosure requirements of the Public Records Act, California Government Code Section 6250 and following.

3. SUBMITTAL REQUIREMENTS

A complete, concise and professional response to this RFP will enable Partnering Agencies to identify the most qualified Responder. Responders must demonstrate their project concept and supporting budget necessary to successfully implement the proposed scope of work as described in this RFP.

1. Proposal Cover Page

The Proposal Cover Page, shall include the title of the RFP, submittal date, the lead Responder, principal contact, address, telephone number, fax number, email address and website address if applicable.

The Proposal Cover Page shall be signed by a principal or officer authorized to represent and legally bind the firm(s).

2. Table of Contents

The table of contents shall be complete and clear indicating section headers and pages.

3. Project Team

The Responder's team directly involved in the day-to-day management of this project shall be identified in an Organization Chart along with the roles of each individual in the project.

Responders shall provide one (1) page resumes or biographies for each key person on the project team, or any other key personnel the team deems are necessary. The resume or biography should summarize the roles and responsibility of each individual, with regard to the proposed project, and relevant background and experience.

This section shall also delineate the roles and relevant background experience of each key Respondent team member who would be directly involved in the timely implementation of the project and the allocation of responsibilities among the team members for each phase of the project and management of the interface risk between them. Responder shall:

1. Identify by name the project manager who will be responsible for the day-to-day management of the project;
2. Summarize the roles and responsibilities of other key members of the team
3. Describe how often and through what mechanism (in person meeting, conference calls, etc.) the Responder will interface with the Partnering Agencies throughout the implementation process;
4. Describe the approach to subcontracting and sub-consultants. The description may identify specific subcontractors and sub-consultants to be included on the Responder's team, provided that to the extent that any subcontractor or sub-consultant is identified, the Responder may not remove or replace such subcontractor or sub-consultant from its team without the prior approval of the Partnering Agencies; and
5. Detail the Responder's general approach to the project management and oversight throughout the term of the project with respect to day-to-day project management and reporting, scheduling, cost management, document management and risk management.

4. Project Narrative

Responder shall provide a narrative description regarding the Responder's vision for the project as well as address the following questions if applicable to the desired Scope of Work:

- a. Describe how your organization would approach management of the Centralized Flexible Housing Pool Coordination and/or Housing Location Technology Platform, including whether it has managed similar programs in other communities.
- b. Describe your organization's history and experience working with supportive housing programs and/or managing housing location technology for the hardest-to-serve formerly homeless households in San Diego or similar communities
- c. Address whether your organization intends to contract for key services or has existing capacity to carry out all functions of the FHP and/or housing location technology.
- d. Describe your organization's understanding of Housing First and harm reduction principles. Describe the ways that your organization demonstrates a commitment to these principles in the housing/services it provides.
- e. Describe your organization's experience entering into lease/housing agreements or other commitments/set asides, such as partnering with housing authorities, landlords, other providers of housing resources; and coordinating housing resources, including housing authority vouchers and other housing rental subsidies.
- f. Describe your organization's experience developing and managing an inventory of housing opportunities (in and outside of a housing technology platform) through partnerships, agreements and/or contracts. Highlight any experience specific to housing navigation or coordinated entry/access as it pertains to managing housing inventory.
- g. Describe your organization's experience matching households with housing/service packages that meets their needs in or outside of a housing technology platform. This should include how your organization works with clients to find housing that fits the household's needs and how your organization supports clients in the housing search process; the move-in assistance you provide; landlord/tenant relationship management; and your policies and procedures for mediating conflicts between tenants and landlords, neighbors, and other parties. Include strategies you would employ to prevent evictions.
- h. Describe the experience you would require for your housing specialists/housing navigators. Would they be or are they real estate agents, or have similar expertise in the rental market?
- i. Describe your organization's experience with landlord tenant law and any processes you have experience with navigating the legal system to assist tenants or landlords.
- j. Describe your organization's experience acting as a fiscal agent/funds manager for pass-through funds, especially state and federal supportive housing resources.
- k. Describe your organization's expertise in financial management, accounting; managing funds from various sources, with varying restrictions; and monitoring and reporting.
- l. Describe your organization's experience in and approach to handling financial accounting - keeping track of money, keeping different funding sources separate, reporting to funders

on how money has been spent, tracking actual outlays against budget projections, payroll and accounting, etc.

- m. Describe your organization's capacity to effectively leverage existing funding to develop programs that perform at the highest possible level, and to undertake grant development and/or other fundraising to augment the funding through this contract. Describe your experience in this area and how you would approach it should you be selected to provide services.
- n. Describe your organization's approach to data management and evaluation. Describe how your organization will put data systems in place to administer the FHP.

5. Project Timeline

Responders shall provide a narrative and graphical timeline of the anticipated schedule for the implementation process. The schedule should recognize the time involved in start-up, on boarding, receiving project entitlements, and implementation.

6. Project Budget

The total estimated project budget for year one is \$1.8 million and will include costs to operate the Centralized Flexible Housing Pool Coordination to include costs for housing-related expenses and the Housing Location Technology Platform.

Responders are not required to respond to both Scopes of Work as outlined in **Section 1 § 2-2.1 and 2-2.2** and can respond to both or one. The costs must align with the activities proposed in Phase 1 of the FHP as discussed in **Section 1 § 1-1.2**.

As an attachment, submit a projected budget according the requirements as specified per section. Provide a budget justification narrative making clear any assumptions about the flexibility of funding, scale of operations, and baseline requirements to be successful.

If responding to Scope of Work 2.1, the budget must include the cost for operations, administration of the FHP and funding for housing related expenses through the flexible fund in year one. It must also estimate the total number of landlords expected to be engaged, estimated number of units to be secured, as well as the total number of households to be served.

If responding to Scope of Work 2.2, the budget must include the core components as outlined in **Section 1 § 2-2**.

7. Evaluation Criteria

A successful Responder will be judged on the following evaluation criteria:

- a. **Organizational Capacity:** Demonstrated ability to provide adequate management and support to deliver the specified Scope of Work. Sufficient staffing plans and expertise to provide the expectations outlined within the Scope of Work.
- b. **Experience:** Demonstrated experience performing the duties and responsibilities outlined in the Scope of Work and knowledge and expertise of the San Diego housing market.
- c. **Approach to the Scope of Work:** Demonstrated knowledge of the key issues and risks to achieve the objectives as outlined in the RFP.

Appropriate methodology and work plan to fulfill the objectives of the specified Scope of Work in the specified timeframes.

- d. Analytical and Data Driven Skills: Proven analytical and data driven practices on similar past projects.
- e. Proposal Cost: Appropriate qualifications, experience and skills of personnel and team, administrative costs, and housing expenses balance to implement the Scope of Work with a reasonable budget.