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## **REQUEST FOR PROPOSALS FOR DEVELOPMENT OF 1580-1590 MAPLE STREET**

Request Issued: **MAY 24, 2022**

Proposals Must be Received by 4:00 p.m. on **JUNE 24, 2022**  
Proposals will not be accepted after this date and time.

Interested vendors must register online  
with the County of San Mateo at [www.publicpurchase.com](http://www.publicpurchase.com)

Proposals must be submitted electronically to  
[www.publicpurchase.com](http://www.publicpurchase.com)

**Note regarding the California Public Records Act:**

Government Code Section 6250 et seq., the California Public Records Act (PRA), defines a public record as any writing containing information relating to the conduct of the public business. The PRA 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 San Mateo County ("County") or its Department of Housing ("DOH") if requested under the Public Records Act without further notice to you and (2) you agree to indemnify and hold harmless the County and DOH for release of such information.

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<b>EXHIBITS (Posted on <a href="http://www.publicpurchase.com">www.publicpurchase.com</a>)</b>	
Exhibit A	San Mateo County Board of Supervisors Resolution to Authorize a Real Property Exchange Agreement
Exhibit B	Limited Phase II Subsurface Investigation conducted by AEI Consultants
Exhibit C	Sample County Agreement with Independent Contractor

<b>ATTACHMENTS (Posted on <a href="http://www.publicpurchase.com">www.publicpurchase.com</a>)</b>	
Attachment #1	RFP Submission Checklist
Attachment #2	Applicant & Team Description
Attachment #3	Comparable Projects Experience Form
Attachment #4	Other Projects Experience Form
Attachment #5	Developer Staffing Workload Form
Attachment #6	Property Management Experience Form
Attachment #7	Supportive Services Provider Experience Form
Attachment #8	Resident Services Provider Experience Form
Attachment #9	Disclosure Questions
Attachment #10	Statement of Compliance / Certification Form

## SECTION I: GENERAL INFORMATION

### **A. STATEMENT OF INTENT**

The County of San Mateo (County) through its Department of Housing (DOH) is seeking qualified and experienced development teams to submit a description of their qualifications together with a conceptual proposal to develop a flagship permanent supportive housing (“Project”) on the County-owned 1.5-acre parcel located in the City of Redwood City at 1580-1590 MAPLE STREET, CA APN 052-532-020 (“Site”) in the event that the Site is deemed available for the stated development plan.

Each proposal must:

- Include at least one hundred (100) affordable and supportive housing units.
- Include a detailed plan to lead a robust community engagement process, and to work closely with the County, other potential funders, and potential tenants, to scope and design a fiscally feasible project that meets the community’s needs; and
- Include a detailed discussion of various funding strategies to maximize the leverage of public and private, and philanthropic funding sources.

Each Applicant’s discussion of qualifications must describe the Applicant’s experience:

- Designing, acquiring financing for, building, and managing affordable and supportive housing projects of comparable size and complexity.
- Providing property management and supportive services for residents with complex service needs, some of whom may have moved directly from unhoused situations to permanent supportive housing.
- Staffing comparable projects;
- Conducting community outreach in urban areas similar to the Project’s Redwood City location.
- Leveraging multiple sources of public, private, and philanthropic funding for comparable projects to minimize or possibly eliminate the need for local subsidies.
- Designing, financing, and constructing residential buildings using innovative construction methods such as modular construction. Such experience may be held by Owner/Developer, or other consultants (i.e. Construction Manager, Architect, etc.). All members of the Applicant team will be evaluated according to the criteria set forth below, including experience with comparable projects, capacity, and the ability to deliver and maintain an excellent Project.
- Experience with the challenges and opportunities involved in financing permanent supportive housing in San Mateo County and the greater Bay Area.

### **B. OVERVIEW OF THE AREA**

The City of Redwood City (“Redwood City” or “RWC”) is located in the Bay Area, 25 miles south of San Francisco and about 27 miles north of San Jose. Redwood City encompasses an area of approximately 19 square miles and is the oldest city on the San Francisco Peninsula. The City was incorporated in 1867 and has served as the county seat of San Mateo County since 1856. The first occupants of the town were Native Americans from the Ohlone tribe. In the mid-eighteenth century the first Europeans arrived and transformed the area into a farming and ranching community for Spanish colonists. In the 1840’s, hundreds of Americans migrated westward in search of gold and land and once again there was transformation as Redwood City became the hub of a lumber shipping industry. Downtown grew into a vital center for commerce, government, and manufacturing in the early 20th Century, before declining in the 1960s and



1970s. During the late 1990s and early 2000s Downtown Redwood City began revitalizing, and this revitalization continues today.

The Site is in the Bair Island neighborhood of Redwood City.

The successful Applicant will be responsible for leading a robust community engagement process to inform the final scoping and design of a fiscally feasible project that meets the community's needs.

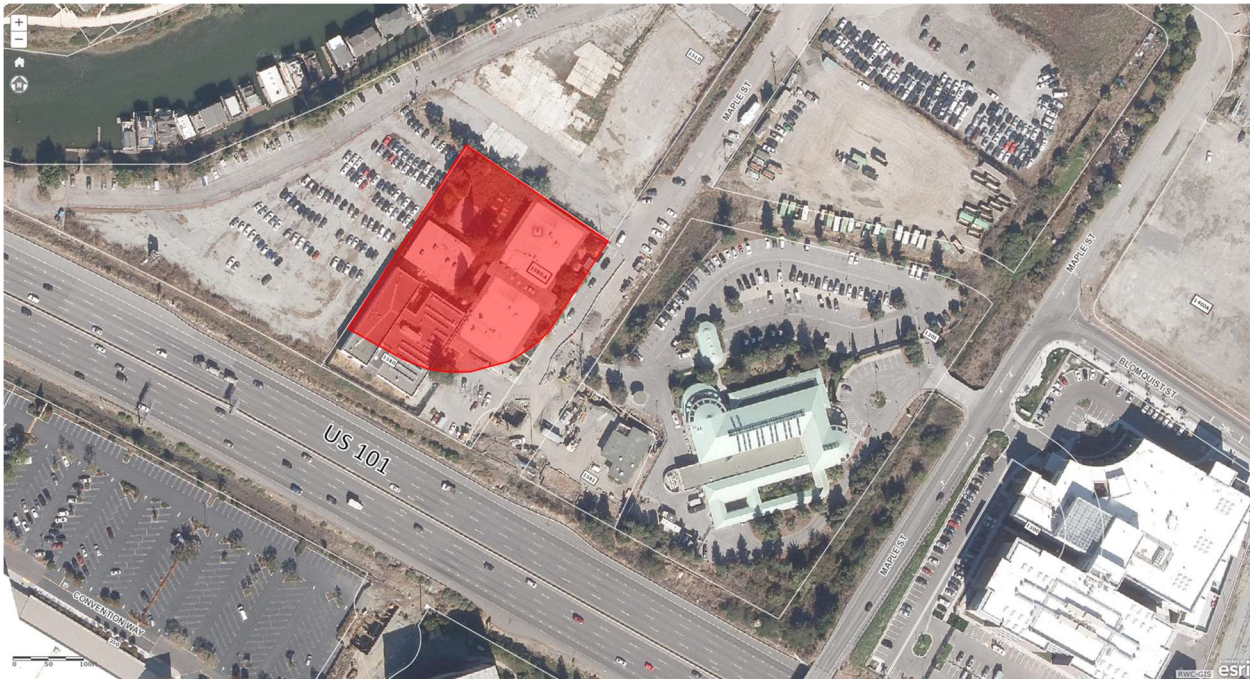
### **C. OVERVIEW OF THE SITE**

*This overview is provided for informational purposes only to assist potential Applicants in responding to this RFP. The information contained herein may change over time and includes information from numerous external sources. This overview is not to be construed as tax, legal, accounting, design, survey, engineering, or any other professional advice.*

#### **1. Site Description**

The Site that is the subject of this RFP consists of approximately 1.5 acres of land located at 1580-1590 MAPLE STREET, REDWOOD CITY, CA 94063 (APN 052-532-020). The Site is owned by the County of San Mateo and is located within the City of Redwood City.

The current uses of the Site are the 140-bed Maple Street Shelter and the San Mateo County Sheriff's Office Women's Jail. The Site is across Maple Street from the City of Redwood City Police Department.



**Aerial view of 1580-1590 Maple Street, Redwood City, and vicinity. Subject Site pursuant to the Real Property Exchange Agreement described in Section I (C)(4) indicated and outlined in red. Highway name added for reference. Source: City of Redwood City.**

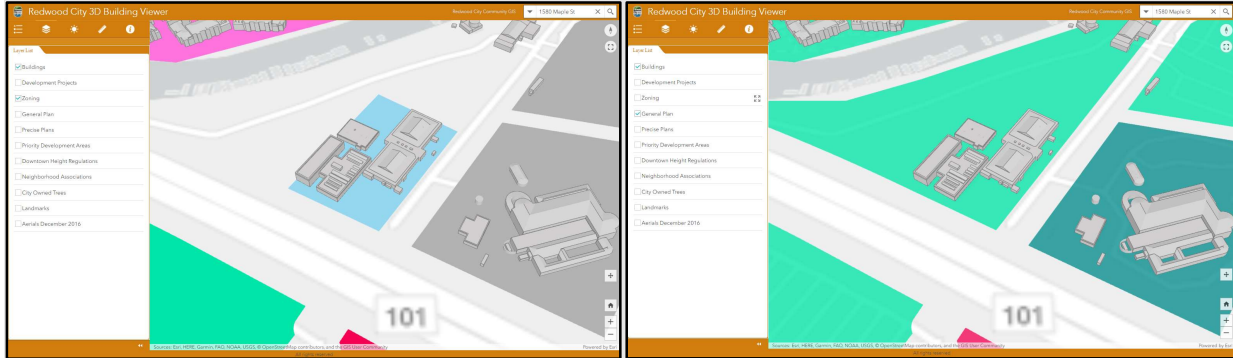
#### **2. Zoning and General Plan Designation**

The Site is zoned by the City of Redwood City as Tidal Plain District (TP).

<http://webgis.redwoodcity.org/community/>

The City of Redwood City General Plan, adopted OCTOBER 11, 2010, designates the Site as within a Mixed-Use Waterfront Neighborhood (MU-WF).

<http://webgis.redwoodcity.org/community/>



*Subject Site shown zoned as Tidal Plain District (Left) and designated by General Plan as Mixed-Use Waterfront Neighborhood (Right) Source: City of Redwood City.*

### 3. Water, Sewer & Fire

The Site is serviced by the City of Redwood City for water, sewer, and fire protection services.

The Project will need to comply with current Regional Water Quality Control Board's Municipal Regional Stormwater Permit requirements.

### 4. Site Control

The site is located within an area subject to the City of Redwood City's General Plan Update, which calls for an Extension of Blomquist Road to Bair Island. This planned Extension cuts through a portion of the County-owned 1580-1590 MAPLE STREET parcel thereby displacing the existing Maple Street Shelter.

In the County's interest to continue to provide services and housing to persons experiencing homelessness, the City of Redwood City and the County of San Mateo entered into a Real Property Exchange Agreement wherein the County of San Mateo acquired from the City of Redwood City an adjacent parcel to construct a 240-room Navigation Center in exchange for its ownership interest in the 1580-1590 MAPLE STREET parcel.

The Agreement requires the remainder of the 1580-1590 MAPLE STREET parcel, net of the acreage lost to the Blomquist Road Extension ("County Remainder") be developed as a permanent supportive housing project contemplated by this Request for Proposal.

Upon execution and effectuation of the Real Property Exchange Agreement, the form of the County's Site Control over 1580-1590 MAPLE STREET will be a 65-year ground lease with the City of Redwood City.

### 5. Site History

- The County of San Mateo Board of Supervisors adopted a Resolution on SEPTEMBER 28, 2021 authorizing the execution of the Real Property Exchange Agreement described in Section 4. (EXHIBIT A)



- The City of Redwood City authorized a Limited Phase II Subsurface Investigation conducted by AEI Consultants dated JANUARY 7, 2022. (EXHIBIT B)

#### **D. SUPPORTING RESOURCES**

Applicants should have a working knowledge of all the following:

- County of San Mateo County Housing Element  
<https://planning.smcgov.org/documents/housing-element>
- County of San Mateo Affordable Housing Impact Fee  
<https://planning.smcgov.org/documents/affordable-housing-impact-fee>
- San Mateo County Board of Supervisors Resolution to authorize the execution of a Real Property Agreement Legislative History and Memorandum  
<https://sanmateocounty.legistar.com/LegislationDetail.aspx?ID=5149245&GUID=5D450CBF-612B-4B75-A37D-727DCF3CAFA6&FullText=1>
- San Mateo County Flood & Seal Level Rise Resiliency District  
<https://onshoreline.org/>
- City of Redwood City Planning Services  
<https://www.redwoodcity.org/departments/community-development-department/planning-housing/planning-services>
- City of Redwood City General Plan  
<https://www.redwoodcity.org/departments/community-development-department/planning-housing/planning-services/general-plan-precise-plans/general-plan>
- City of Redwood City Blomquist Bridge and Street Extension Project  
<https://www.redwoodcity.org/city-hall/current-projects/infrastructure-projects?id=108>
- City of Redwood City Demolition of 1580 Maple Street Property Project  
<https://www.redwoodcity.org/city-hall/current-projects/infrastructure-projects?id=158>
- Bair Island Neighborhood Association  
<https://www.redwoodcity.org/residents/neighborhoods/neighborhood-associations/bair-island>

#### **E. FEDERAL, STATE, REGIONAL & LOCAL DESIGNATIONS**

##### **Census Tract**

The Federal Financial Institutions Examination Council (FFIEC) Geocoding/Mapping System that is used by the California Tax Credit Allocation Committee (TCAC) locates 1580-1590 MAPLE STREET, REDWOOD CITY, CA 94063 within tract 6103.02. ("Census Tract").

<https://geomap.ffiec.gov/FFIECGeocMap/GeocodeMap1.aspx>

##### **SADDA & QCT**

The United States Department of Housing and Urban Development (HUD) Census Tract 6103.02 as both a Small Area Difficult to Develop Area (SADDA) and a Qualified Census Tract (QCT) effective JANUARY 1, 2022.

[https://www.huduser.gov/portal/sadda/sadda\\_qct.html](https://www.huduser.gov/portal/sadda/sadda_qct.html)

##### **CalEnviroScreen 4.0**

The California Office of Environmental Health Hazard Assessment (OEHHA)'s CalEnviroScreen, effective OCTOBER 20, 2021, assigns Census Tract 6103.02 a CalEnviroScreen 4.0 score of 53%.

<https://oehha.ca.gov/calenviroscreen/report/calenviroscreen-40>

##### **2022 TCAC/HCD Opportunity Map**

The California Tax Credit Allocation Committee (TCAC)/Housing and Community Development (HCD) Opportunity Map, adopted DECEMBER 2021, designates Census Tract 6103.02 with an Opportunity Category of Low Resource.

<https://www.treasurer.ca.gov/ctcac/opportunity.asp>

## **F. POTENTIAL COUNTY ASSISTANCE**

In addition to the below-market rate provision of land, the project shall be eligible to compete for County affordable housing funding. DOH typically releases its Affordable Housing Fund (AHF) NOFA each summer and a NOFA for Federal HOME and Community Development Block Grant (CDBG) funds in the winter months. Strategic priorities for these NOFAs are set each round. In AHF 9.0, the most recent NOFA round, the County's priorities were to:

- Expand housing opportunities through construction of new affordable multi-family housing developments;
- Target AHF funds to very low- and extremely low-income affordable housing units;
- Maintain existing deed-restricted affordable rental housing in conjunction with re-syndication of Low-Income Housing Tax Credits (LIHTC), to support the project, for health and safety reasons and/or to extend the useful life of the improvements when such repairs are beyond the Project's capital improvement budget;
- Create more extremely low-income and/or supportive housing for homeless households and those at imminent risk of homelessness, including housing opportunities for at-risk former foster youth, persons with serious mental health challenges who are homeless or at-risk of homelessness, and other County clients in need of affordable housing;
- Encourage the creation of affordable multi-family projects containing larger units (2- and 3-bedroom);
- Create more housing within walking distance of services, amenities, and transit – particularly where doing so leverages Affordable Housing & Sustainable Communities (AHSC) funding;
- Build system capacity among affordable housing providers and supportive services providers.

The project shall be eligible to compete for support from the Housing Authority of the County of San Mateo (HACSM), including Section 8 Housing Choice Vouchers, other rental subsidy programs and provider-based assistance, subject to availability. However, proposals should not assume the availability of project-based rental assistance. Each Applicant's primary proposal shall not include project-based rental assistance. If an Applicant's preferred scenario does involve project-based rental assistance, the proposal may describe how that alternate scenario would differ from the primary proposal.

## **SECTION II: DEVELOPMENT PROGRAM ELEMENTS AND ASSUMPTIONS**

### **A. OBJECTIVES**

The Project has these goals:

- Create a flagship supportive housing development of at least one hundred (100) affordable homes that will provide a model for future development of supportive housing in the County and across the State
- House a significant number of homeless persons linked with County service agencies, including the Human Services Agency (HSA), the County Health System and its Behavioral Health and Recovery Services division (BHRS), the Health Plan of San Mateo (HPSM), and the Housing Authority of the County of San Mateo (HACSM).
- Offer robust on-site supportive services tailored to mesh with residents' existing County service relationships, as well as resident services and service coordination reflective of the needs of Project residents.
- Take advantage of industrialized housing construction, related technologies, and/or other innovative methodologies to construct the Project with the explicit goals of reducing construction costs and shortening the development timeline;
- Utilize innovative funding opportunities with the explicit goals of reducing the need for County and City subsidies and shortening the development timeline.
- Engage the community, potential funders, and other stakeholders to assist the County and successful Applicant in scoping and designing a fiscally feasible project that meets the community's needs.
- Plan and designing an attractive Project that promotes active use, circulation, and resident and user interaction.
- Complement and leverage other projects in the area as appropriate,
- Utilize green building strategies and planning for sustainable and climate resilient operations;
- Communicate regularly with County of San Mateo, City of Redwood City, the community, potential funders, and other stakeholders;
- Maximize leverage of the County's below-market rate land contribution to limit the need for additional County funding, and/or strategically return funds to the County over time through various methods, including but not limited to: lease payments and residual receipts loan repayments.

### **B. HOUSING PROGRAM**

Through development of the Site, the County seeks to provide at least one hundred (100) affordable housing units with a strong preference for deeply-income targeted supportive housing units.

#### **1. Affordability Requirements**

- While all units must be rental units for households earning no more than 80% AMI Low Income Housing Tax Credit ("LIHTC") limits, the County has a strong preference for deep income targeting at or below "Extremely Low Income" ("ELI") 30% AMI limits.
- At least 50% of all rental units must be targeted to County Clients as detailed below. The County has a strong preference for more units targeted for this population with proper planning for management and services. Households of all income levels present in the Project should be spread proportionally across floors and unit sizes to the greatest extent possible.

- All units will be restricted as affordable housing for a minimum of 55 years. The County expects the term of its ground lease to be 65 years and that the ground lease will also restrict the use of the Site to affordable housing and other uses described in this RFP.

## **2. Housing for Clients of County Services**

A minimum of 50% of the rental units must target homeless individuals or families referred by the County who are currently receiving services from a County agency or a nonprofit service provider contracted by the County. To the greatest extent possible, these units must be spread proportionally across the Project and unit types/sizes.

All units targeted to clients of County services will be referred to the Project by the County. The County works with its Human Services Agency's Center on Homelessness ("Center on Homelessness"), the lead agency for San Mateo County's Continuum of Care, to refer prospective tenants for the required targeted units. These prospective tenants will be referred to the Project with tenant-based rental assistance – typically Section 8, Permanent Supportive Housing rental assistance, or Rapid Rehousing vouchers. However, in the event the County and the Center on Homelessness are ever unable to refer potential tenants who possess, or will soon possess rental subsidies, then the County may refer other income-qualified households in possession of Section 8 vouchers, or will allow the Owner to fill such units with income-qualified households. In such cases, the next available vacant unit of similar size would then be designated as a unit targeted for a household receiving services from the County or one of its contractors, to be referred by the Center on Homelessness. Note that to the extent the Project obtains project-based rental assistance, HACSM and the County would not refer tenants to those project-based units with a tenant-based voucher.

In addition to rental assistance, County clients will also be connected with and receiving supportive services from a County service agency or contracted provider partner. With rental assistance, County-provided supportive services, additional on-site supportive services, and on-site resident services, the vast majority of these households are expected to successfully maintain permanent housing.

The County expects that prospective tenants referred by the County / Center on Homelessness will be screened by the Owner to determine suitability under the project's tenant selection criteria. However, the County expects the Owner and Property Manager will adopt tenant selection criteria that pose fewer barriers to entry for homeless and ELI households, for instance, adjusting standards for credit scores, eviction histories, and other criteria which will be ameliorated by the rental assistance and services provided by County and Housing Authority.

Some households referred by the County may have time-limited "Moving to Work" Section 8 tenant-based vouchers. At the end of their voucher terms, these households must be permitted to remain in their units. However, the Owner is not required to reduce the rent collected for the unit, and the residents will be subject to the same rules for payment of rent as any other tenant.

### **C. SERVICES COMPONENT**

As discussed above, a minimum of 50% of units constructed in the Project must target households referred by the County and HSA's Center on Homelessness. These tenants will be

referred to the project with rental assistance and will already be connected to a County agency or nonprofit organization contracted by the County.

The County expects that the successful Applicant will provide additional on-site supportive services to be planned in coordination with the County, as well as resident services and service coordination available to all tenants at the Project, rather than just those residents who are clients of County services. Services provided by the Applicant may be funded through operations, though Applicants are invited to propose other more creative manners of paying for them. The County expects that office space sized appropriately for the planned service staff will be provided within the Project.

For purposes of this RFP, the County defines the following types of services:

- Supportive Services: outreach, case management, mental health and substance use counseling, benefit assistance, life skills training, food assistance, family and relationship counseling, transportation assistance, and more, all with a goal of helping residents maintain housing stability.
- Resident Services: those services which help to ensure the well-being of residents through activities geared toward social engagement, relationship building, physical activity, financial management, educational support, employment training, and more.
- Service Coordination: regular coordination between on-site and County service providers to identify and efficiently address needs as they arise, track success, and ensure that individuals and families can access the support they need to maintain independence and thrive.

#### ***D. SITE PLANNING, MASSING AND DESIGN***

The County seeks a thoughtful, cost-effective conceptual design for the Development Project.

Designs must comply with all County codes and requirements and the latest California Building Codes. As is detailed further in Section IV (C) (4), The County is requesting “conceptual” design proposals which are understood to vary from the final design and unit count ultimately proposed and approved by the County after community engagement, entitlements, and discussions with potential funders. The County will place emphasis on accompanying narrative descriptions of the factors that Applicants intend to consider in formulating full program and design proposals, if selected to develop the Site.

While the County is not identifying requirements for any particular design aesthetic or building typology, we expect the outcome will offer thoughtful unit plans and attractive surroundings for the residents and daily users of the Project as well as its neighbors. In the interest of the efficient delivery of supporting housing units, applicants are encouraged to take advantage of industrialized housing construction, related technologies, and other innovative construction methodologies to construct the buildings with the explicit goals of reducing construction costs and shortening the development timeline. The County also requires durable, high-quality materials to prevent the need for replacement.

Designs should support opportunities for interaction, indoor and outdoor spaces for group gatherings, as well as opportunities to find solitude. The County also seeks the development of healthy indoor and outdoor environments for residents and users of the Site through integrated design and technology. We also encourage the use of architectural and site design strategies to promote health and physical activity at the Project.

Note that the design submission materials described under Section IV (C) (4) of this RFP are intended to limit the need to produce detailed schematic-level drawings. Instead, the County's review of design materials will focus on site planning, design metrics, and the Applicant's strategies, described in the design narrative, for addressing the objectives listed above.

***E. GREEN BUILDING AND ENERGY EFFICIENCY***

The County intends to select a proposal that will utilize green building strategies and plan for the sustainable operations of the Project from the earliest planning stage. In addition to utilizing healthy building materials and designing the project to limit any pollution that may be caused by Project operations or the development process, the Project should utilize energy- efficient systems and appliances, water- and power-conserving fixtures, durable materials and finishes that eliminate off-gassing or other harmful by-products.

The County expects that the Project will seek to be GreenPoint Rated, and may also consider (but is not required to) obtain ratings or certification through the Leadership in Energy and Environmental Design (LEED), Green Communities, Energy Star or other sustainable checklist programs that do not require significant cost to manage the certification process.

***F. SEA LEVEL RISE***

The site is located within an area subject to expected sea level rise. The County intends to select a proposal that aligns with existing efforts to mitigate flooding and erosion.

***G. FINANCING PLAN***

**1. Cost Considerations**

As part of its review of Proposals submitted under this RFP, the County seeks Project financing plans that are creative, time-efficient, and cost-effective, but propose realistic assumptions for both costs and sources. Given the early stage of the Project, it should be understood that the proposal with the lowest project cost would not inevitably be the winning proposal, and that any pro forma submitted under this RFP is likely to undergo many changes after community engagement, entitlements, and discussions with potential funders before the start of construction. The County will consider cost effectiveness for both development and operations through a variety of lenses including, but not limited to, the number of units proposed, size and type of the proposed units, income targets, quality of the conceptual design and site plan, offerings for on-site amenities, quality of property management and resident services, and more.

**2. Leverage**

The County will consider the degree to which Applicants propose to leverage County funds with other viable sources. For purposes of assessing leverage, the County will look at both the County subsidy and any proposed HACSM rental assistance assumed as a funding source in the financing plan. Leverage may also be realized through strategies that return funds to the County over time through lease payments, residual receipts loan repayments, or other creative mechanisms.

**3. Financing Innovation**

In addition to limiting the need for County financial assistance, the County also seeks proposals that utilize innovative financing models that will both reduce the need for County subsidy and expedite the predevelopment financing process. The County is aware of a number of innovative models for efficiently financing and constructing supportive housing in communities both near to San Mateo County and in other parts of



the country and seeks to capitalize on lessons learned from these models at this flagship supportive housing development. Applicants are encouraged to explore the potential use of philanthropic resources, partnerships with local employers and other private partners, the range of State programs available focusing on homelessness, sustainability, and more.

As described in Section IV (C) (4), Applicants will have the opportunity to describe why they believe their cost profile is reasonable and why it will be feasible to procure their proposed sources.

**4. County and HACSM Subsidies & Assistance**

The project shall be eligible to apply for subsidy through regular Notices of Funding Availability (“NOFAs”) published by the Housing Authority of the County of San Mateo or the Department of Housing (“DOH”), including the Affordable Housing Fund (“AHF”) NOFA and the federal funding NOFA for HOME and CDBG funds.

The project shall be eligible to compete for support from the Housing Authority of the County of San Mateo, including project-based Section 8 Housing Choice Vouchers, other rental subsidy programs and provider-based assistance, subject to availability. However, for purposes of this RFP, Applicants should not assume that project-based vouchers will be available. Each Applicant’s primary proposal shall not include project-based rental assistance. If a Applicant’s preferred scenario does involve project-based rental assistance, the proposal may describe how that alternate scenario would differ from the primary proposal.

**5. Land: 1.5 Acres**

For underwriting purposes, applicants are instructed to assume a current appraised value of Five Million Dollars (\$5,000,000) for the Site in their pro forma. However, applicants may also, at their option, make different land value assumption(s) and propose additional scenario(s) in narrative form, or in narrative form with supporting pro forma(s). If a applicant chooses to provide alternative land valuation scenario(s) in addition to the primary pro forma, then the narrative shall explain why the applicant believes that the alterative land value is more appropriate than Five Million Dollars (\$5,000,000).

**6. Summary of Financial Assumptions**

In addition to the financial assumptions discussed above, Applicants are directed to make several other assumptions in creating their budget submissions. Please refer to Section IV (C) (4) (d) below for a list of all assumptions Applicants should use in their financial pro formas and analysis.

**7. Additional Directions**

Applicants must include the expected cost and proposed financing plan for supportive and resident services and service coordination in their pro forma.

### **SECTION III: RFP PROCEDURE**

This section describes the general RFP procedure used by DOH on behalf of the County, and the remaining sections of this RFP list detailed requirements for Proposals.

#### **A. MANDATORY USE OF PUBLIC PURCHASE & DELIVERY OF HARD COPIES & USB DRIVE**

##### **1. Mandatory use of Public Purchase:**

Applicants interested in responding to this RFP must register online with the County at [www.publicpurchase.com](http://www.publicpurchase.com). DOH will also post this RFP on its website and may otherwise publish and promote it; however, all proposals must be submitted through [www.publicpurchase.com](http://www.publicpurchase.com) in addition to submission by delivering hard copies and USB Drive as instructed below to be considered for an award. The County and DOH will not be held responsible for, or held liable for, registration errors on [www.publicpurchase.com](http://www.publicpurchase.com).

As discussed in more detail below, all questions and requests for clarification, except those raised at the Applicants Information Conference, shall be asked and answered through [www.publicpurchase.com](http://www.publicpurchase.com).

If changes to the RFP are warranted, they will be made in writing, clearly marked as addenda to the RFP, and posted to the RFP at [www.publicpurchase.com](http://www.publicpurchase.com).

It is the responsibility of each Applicant to check [www.publicpurchase.com](http://www.publicpurchase.com) for changes and/or clarifications to the RFP prior to submitting a response, and a Applicant's failure to do so will not provide a ground for protest.

All proposals in response to this RFP shall be submitted electronically through [www.publicpurchase.com](http://www.publicpurchase.com) in addition to submission by delivering hard copies and USB Drive as instructed below before 4:00 PM. PST on the closing date listed on the cover page of this RFP.

The County/DOH will not be responsible for and may not accept late bids due to slow internet connections, or for any other electronic failure (including but not limited to information transmission and internet connectivity failures) of the [www.publicpurchase.com](http://www.publicpurchase.com) system.

Upon receipt by County/DOH via [www.publicpurchase.com](http://www.publicpurchase.com), all proposals are electronically date/time stamped.

##### **2. Mandatory Delivery of Hard Copies & USB Drive:**

In addition to submitting Proposals through [www.publicpurchase.com](http://www.publicpurchase.com) as described above, Applicants must also deliver one (1) original of their Proposal with wet signatures and one (1) digital version submitted on a USB (thumb) drive before 4:00 p.m. PST on the closing date listed on the cover page of this RFP to:

San Mateo County Department of Housing  
264 Harbor Blvd., Building A  
Belmont, CA 94002  
Attn: Raymond Hodges, Director

Hand delivery is advised so that the Applicant can obtain a date/stamp receipt from the Department receptionist.

It is requested that attached Narratives be submitted in an 8-1/2” by 11” format using 11-point font at 1.07 line spacing.

All attachments to Proposals are to be submitted digitally (via [www.publicpurchase.com](http://www.publicpurchase.com) and USB Drive) in portable document format (“PDF”). Applicants are also required to submit unlocked Excel versions of the financial pro forma(s), in addition to the PDF format.

All Proposals must be received in all formats discussed above by the stated date and time in order to be considered for award. Proposals, or portions of Proposals, received late, or received in any manner that is inconsistent with the instructions contained in this RFP (including via fax or e-mail), will not be opened or given any consideration for the proposed services unless doing so is deemed to be in the best interests of the County/DOH, as determined in the sole discretion of County/DOH.

**B. TENTATIVE SCHEDULE OF RFP EVENTS**

EVENT	DATE
1. RFP Release Date	TUESDAY, MAY 24, 2022
2. Optional Applicants Information Conference via <a href="#">this MS Teams Link</a> .	WEDNESDAY, JUNE 01, 2022, 1:00 PM - 2:00 PM PST
3. Deadline to Submit Written Questions through <a href="http://www.publicpurchase.com">www.publicpurchase.com</a> . Questions must be RECEIVED by 4:00 PM PST on this date.	MONDAY, JUNE 06, 2022
4. Release of Responses to Written Questions through <a href="http://www.publicpurchase.com">www.publicpurchase.com</a>	By WEDNESDAY JUNE 15, 2022
5. Proposal Deadline - Proposals must be RECEIVED by 4:00 PM PST on this date.	FRIDAY, JUNE 24, 2022
6. Development Team Interviews*	Week of JULY 11, 2022
7. Director of Department of Housing review/approval of recommended proposal*	Week of JULY 25, 2022
8. Protest Deadline	Five (5) business days after award(s)
9. Deadline to respond to protests	Five (5) business days after Protest Deadline
10. Board of Supervisors approval of selected proposal and direction to sign an Exclusive Negotiating Agreement (“ENA”).	SEPTEMBER 2022
<i>* The dates, times, and locations above are subject to change.</i>	

**Questions and Requests for Information**

With the exception of questions raised at the Applicants Information Conference, all questions or requests for clarification (“Questions”) relating to this RFP must be submitted through [www.publicpurchase.com](http://www.publicpurchase.com). All Questions must be received no later than 4:00 p.m. PST on the date specified in this RFP.

The County will seek to respond to all Questions through [www.publicpurchase.com](http://www.publicpurchase.com) in a timely fashion. All Questions and answers will be posted electronically for all prospective applicants to review on [www.publicpurchase.com](http://www.publicpurchase.com) by the date specified in this RFP.

Questions raised at the Applicants Information Conference will be answered orally. If any substantive new information is provided in response to Questions raised at the Conference, it

will also be posted on [www.publicpurchase.com](http://www.publicpurchase.com). No Questions will be accepted after 4:00 pm APRIL 15, 2022.

If changes to the RFP are warranted, they will be made in writing, clearly marked as addenda to the RFP, and posted to [www.publicpurchase.com](http://www.publicpurchase.com). It is the responsibility of each Applicant to check [www.publicpurchase.com](http://www.publicpurchase.com) for changes and/or clarifications to the RFP prior to submitting a response, and a Applicant's failure to do so will not provide a ground for protest.

### **C. CONFIDENTIALITY OF PROPOSALS**

California Government Code Sections 6250 et seq. of the California Public Records Act (PRA) defines a public record as any writing containing information relating to the conduct of the public business. The PRA 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 County and DOH 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 the County or DOH if requested under the Public Records Act without further notice to you and (2) you agree to indemnify and hold harmless the County and DOH for release of such information.

If the County or DOH receive a request for any portion of a document submitted in response to this RFP, the County and DOH will not assert any privileges that may exist on behalf of the person or entity submitting the proposal and the County and DOH reserve the right to disclose the requested materials without notice to the party who originally submitted the requested material. To the extent consistent with the PRA and applicable case law interpreting those provisions, the County and DOH, and/or their 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 County and DOH, and/or their officers, agents, or employees that the County or DOH have violated a Applicant's right to privacy, disclosed trade secrets, or caused any damage by allowing the proposal to be inspected, or any other claim associated with the Applicant's submittal.

### **D. NOTICE TO APPLICANTS**

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

### **E. PROTEST PROCESS**

If a Applicant desires to protest the selection decision, the Applicant 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 Director of DOH 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 Applicant, must reference the Request for Proposal's title "REQUEST FOR PROPOSALS FOR DEVELOPMENT OF 1580-1590 MAPLE STREET", and

must state all the specific ground(s) 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(s), taken as a whole, is/are inferior.

The Director of DOH, or the Director's designee, will respond to a protest within ten (10) business days of receiving it, and DOH may, at its election, set up a meeting with the Applicant to discuss the concerns raised by the protest. The decision of the Director of DOH, or the Director's designee, will be final. The protest letter must be sent by facsimile and email to:

San Mateo County Department of Housing  
Attn: Raymond Hodges, Director of Housing  
Email: [housing@smchousing.org](mailto:housing@smchousing.org)  
Facsimile: 650-802-3373

## **SECTION IV: PROPOSAL SUBMISSION REQUIREMENTS**

This RFP seeks the submission of proposals from any and all interested and qualified Applicants. The County/DOH seeks by way of this RFP to realize a flagship supportive housing development in a manner that maximizes the quality of development while also maximizing value to the County/DOH, and, by extension, the citizens of the County. Applicants must be able to show that they and any proposed subcontractors are capable of performing in a highly professional and effective manner. Such evidence includes, but is not limited to, the respondent's demonstrated competency and experience in delivering development projects of a similar scope and type and local availability of the Applicant's personnel and equipment resources. There will be no public opening of proposals. All proposals shall be firm offers, and will so be considered by the County/DOH, although the County/DOH reserves the right to negotiate terms upon evaluation of the proposals. Proposals will be considered valid offers for a period of ninety (90) days following the close of the RFP.

By submitting a proposal, each Applicant 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 Applicant's capability of rendering the services to be provided. The failure of a Applicant to comply fully with the instructions in this RFP may eliminate its proposal from further evaluation as determined in the sole discretion of County/DOH. The County/DOH reserves the right to evaluate the contents of proposals submitted in response to this RFP and to select a contractor, if any.

Proposals should be in the format and sequence required below. It is requested that attached Narratives be submitted in an 8-1/2" by 11" format using 11-point font at 1.07 line spacing. All Applicants must use [www.publicpurchase.com](http://www.publicpurchase.com) to submit Proposals, questions and requests for clarification. See Section III (A) above for details regarding [www.publicpurchase.com](http://www.publicpurchase.com).

### **A. APPLICANT DESCRIPTION AND DEFINITIONS**

An applicant or respondent ("Applicant"), is a qualified housing developer as defined below. The Applicant must submit their response to this RFP on behalf of a "Developer Team", which is defined as a team comprised of only the following: a qualified housing developer ("Developer"), qualified property management entity ("Property Manager"), and a qualified supportive services provider entity ("Supportive Services Provider"), resident services provider entity ("Resident Services Provider"). See below for minimum experience and capacity requirements for each member of the Developer team.

#### **1. Developer**

A qualified Developer is defined as: a nonprofit or for-profit organization, a joint venture, or a partnership of more than one entity, where the Developer or identified lead Developer (in the case of more than one developer entity) has a demonstrated track record of:

- a. securing low-income housing tax credits and other public, private, and philanthropic sources of affordable housing financing; and
- b. successfully developing and owning deed-restricted affordable multifamily rental and supportive housing complexes; and
- c. successfully developing and maintaining high quality affordable and supportive housing developments in the nine-county Bay Area (San Mateo, San Francisco, Marin, Sonoma, Napa, Solano, Contra Costa, Alameda, and Santa Clara); and
- d. successfully developing affordable housing using modular construction models and/or other innovative construction techniques.



## **2. Property Manager**

A qualified Property Manager is defined as a nonprofit or for-profit organization or entity with expertise in contracting with owners of income-restricted affordable and supportive housing developments to provide ongoing property management services

## **3. Supportive Services Provider**

A qualified Supportive Services Provider is defined as a nonprofit or for-profit organization with expertise providing high quality case management, health and mental health counseling, and additional services typical of supportive housing developments serving homeless populations known to have high service needs.

## **4. Resident Services Provider**

A qualified Resident Services Provider is defined as a nonprofit or for-profit organization with expertise in contracting with owners of income-restricted affordable housing developments to provide resident-focused social and other services as well as coordination of services for the residents. Depending on experience, one entity may be qualified to provide both supportive and resident services at the Project.

### **A. APPLICANT MINIMUM EXPERIENCE REQUIREMENTS**

#### **1. Developer**

A qualified Developer must have the following minimum experience:

- a. a successful track record of development, including at least two (2) years of ownership\*, of at least two (2) new-construction affordable housing projects within the nine-county Bay Area as defined in V (E) (1) in which at least 50% of the units are LIHTC-financed, income-restricted units and which serve populations similar to the Applicant's proposed development; AND  
a successful track record of development, including at least two (2) years of ownership\*, of at least one new-construction, supportive housing rental supportive project containing at least fifty (50) residential units restricted to those at or below 60% AMI (additional units in the project may target higher income levels). A supportive housing project meeting these requirements may also be counted toward meeting the minimum experience requirements in above if it is located in the nine-county Bay Area and meets all of the other requirements in that section. (\*NOTE: Ownership by an affiliated limited partnership or LLC for tax credit purposes will qualify as ownership of the project).

#### **2. Property Manager:**

A qualified Property Manager must have the following minimum experience:

- a. successful management, for a period of at least 24 months within the last five years, of at least one hundred (100) tax-credit-financed multifamily rental units serving similar populations to those proposed by the Applicant for the Project.
- b. Such income-restricted rental units must be within developments containing at least 50 income-restricted rental units.
- c. At least 50 of these 100 managed units must be located within the nine-county Bay Area as defined above.

#### **3. Supportive Services Provider:**

A qualified Supportive Services Provider must have the following minimum experience:

- a. successful provision of supportive services for at least two (2) income-restricted multifamily rental developments

- b. for a period of at least 24 months within the last five years serving similar populations to those proposed by the Applicant.
- c. Such income-restricted affordable multifamily rental developments must consist of properties containing at least 50 income- restricted rental units.
- d. At least one (1) of these two (2) rental developments must be located within the nine-county Bay Area as defined above.

**4. Resident Services Provider:**

A qualified Resident Services Provider must have the following minimum experience:

- a. successful provision of resident services/service coordination for at least two (2) income-restricted multifamily rental developments
- b. for a period of at least 24 months within the last five years serving similar populations to those proposed by the Applicant.
- c. Such income-restricted affordable multifamily rental developments must consist of properties containing at least 50 income- restricted rental units.
- d. At least one (1) of these two (2) rental developments must be located within the nine-county Bay Area as defined above.

**B. APPLICANT MINIMUM CAPACITY REQUIREMENTS**

The Developer(s) must indicate in ATTACHMENT #5 (Developer Staffing Workload Form) the percent of time that key personnel will devote to the Project. While there is no required minimum for such capacity commitment, the Applicant will be evaluated about their capacity to undertake the Project based on an indication of staffing sufficient to carry out necessary tasks.

**C. PROPOSAL CONTENT AND FORMATTING REQUIREMENTS**

Applicants are to provide the requested information in the order indicated below, including a table of contents, with sections separated by labeled tabs corresponding to the sections below and their sub-sections. Applicants are to use an 11-point font with 1.07 line spacing for all narratives:

**1. Submission Checklist**

The Applicant must complete and submit Attachment #1, Submission Checklist, certifying that all the items on the Checklist are contained in the Applicant's response.

**2. Proposal Table of Contents**

**3. Applicant Information**

*a. Applicant & Team Description Form*

Complete Attachment #2, the Applicant & Team Description Form.

*b. Resumes:*

Submit resumes for all persons identified on the Applicant & Team Description Form. Resumes must include the following details: project by time spent, role, construction periods.

**4. Proposed Project Information**

Present a development concept, financing proposal, and other proposed project information, clearly describing all important assumptions, by providing the following documents:

*a. Project Narrative*

Submit a narrative of no more than five (5) pages describing the proposed development program, including the:

1. the proposed populations and AMI range to be served;
2. types and approximate square footages of uses; housing types, unit counts and sizes; residential amenities; any community-serving uses; open space areas; parking ratios and numbers of parking spaces; and other important elements (quantities may be expressed as ranges, so long as a specific program is identified for purposes of the financing proforma);
3. the phasing of Project build-out, if any;
4. the overall financing strategy (a more detailed narrative to be provided separately) and any other important Project or program elements;
5. how the proposed populations were identified, how they will fit together compatibly within the Project, and
6. approach for providing services (a more detailed narrative regarding services to be provided separately).
7. The Applicant's expectations for stakeholder acceptance of the proposal and any plans for supporting that process, including details regarding planned outreach to the community.

*b. Financing Narrative*

Submit a narrative of no more than five (5) pages describing the proposed financing structure. Given the early stage of this process, multiple options and strategies may be discussed, but the narrative should explain the Applicant's

1. Financing innovation(s) to be implemented in the Project and how these innovative strategy(-ies) will limit the need for local subsidy and reduce time needed to obtain the financing necessary to start construction;
2. expectations for feasibility and reasoning for using various structures; and,
3. preferences among scenarios and decision points that will lead to a final financing plan consistent with the Development Program Elements and Financing Assumptions as described in Section II above; and,

*c. Financial Proforma*

Submit a project financial proforma in both PDF and unlocked Microsoft Excel formats.

At a minimum, the financial proforma should include the following information/tabs:

1. Construction and permanent sources and uses
2. Development budget
3. Income and expense projections
4. Loan sizing worksheet (including debt coverage ratio, interest rate, etc.)
5. 30-year cash flow projections
6. Tax credit worksheet with basis projections and credit pricing
7. If at least one proposed source is a tax-exempt bond, the project proforma must indicate projected result of the substantial user test.

If multiple scenarios are discussed in the Financing Narrative due to projected project-based rental assistance or other variables, Applicants may describe resulting variations in the narrative, or may (but are not required to) submit additional proformas or alternate tabs within one workbook.

NOTE: Please note that the County is not seeking to make its selection of a Applicant based on the “lowest cost” submission. We are seeking efficient, cost-effective design, with realistic cost assumptions to achieve that design. To facilitate across-the-board comparisons between Applicant proposals, please use the following assumptions when developing your Financial Proforma, although such assumptions are only for comparative purposes and may not represent the terms in a final development scenario:

*d. Summary of Financial Assumptions*

1. Prevailing Wage Costs Level: Use State of California prevailing wage rates as of the date of the RFP submission.
2. Costs: Assume all costs based upon current standards as of the date of the RFP submission deadline.
3. Appraised Property Value: Assume an appraised value of Five Million Dollars (\$5,000,000) for the approximately 1.5-acre Site to be developed with housing and with the improvements controlled by Developer. However, applicants may also, at their option, make different land value assumption(s) and propose additional scenario(s) in narrative form, or in narrative form with supporting pro forma(s). If a applicant chooses to provide alternative land valuation scenario(s) in addition to the primary pro forma, then the narrative shall explain why the applicant believes that the alterative land value is more appropriate than Five Million Dollars (\$5,000,000)
4. Debt Coverage Ratio (DCR): Use at least a 1.20 debt coverage ratio across all hard debt. Higher DCRs may be assumed and deemed appropriate by the County with proper explanation from the Applicant.
5. County Fees: For purposes of this RFP, assume a total of Five Hundred Dollars (\$500) in County fees. (the selected Developer will work with the County to determine applicable County fees).
6. Project-Based Vouchers: Proposals should not assume the availability of project-based rental assistance. Each Applicant’s primary proposal shall not include project-based rental assistance. If an Applicant’s preferred scenario does involve project-based rental assistance, the proposal may describe how that alternate scenario would differ from the primary proposal and may, but is not required to, submit an additional proforma showing the project- based scenario.

Fair Market Rents (FMRs): If an alternative scenario involves project-based rental assistance, Applicants may assume, at most, current Fair Market Rents (FMRs) for the project-based Section 8 units.

*e. Services Plan:*

Submit a services plan of no more than five (5) pages that is consistent with the requirements of the Services Component described above and that includes the following information:

1. Services Provider’s overall philosophy and plan for providing supportive and resident services at a development that includes a minimum of 50% of units set aside for homeless households who are clients of County services to be referred by HACSM and the Center on Homelessness.
2. If the Services Provider(s) have adopted an innovative approach to support service provision for any of the proposed resident population(s), please describe that approach.
3. Discuss the services to be provided on-site and what referrals are typically made to other off- site resources, as well as your expectations for accessing such off-site resources from the Project site.

4. Methods which have been most useful in engaging residents. Please also describe ways to tailor those methods, or develop new approaches, to best serve the proposed resident population(s).
  5. Describe your proposed staffing model (i.e., note staff titles, position descriptions, salaries, and percentage of full-time equivalents, or FTEs) and explain how FTE time will be allocated.
  6. Describe what sources of funding will be used to pay for the services.
- f. *Services Budget:*  
Submit a services budget that is consistent with the Service Provider's proposed Services Plan in Section IV (C)(4)(e), above. Include, at a minimum, sources as well as uses.
- g. *Community Outreach Plan:*  
Submit a community outreach plan of no more than three (3) pages that describes the Applicant's overall philosophy and strategy for informing and engaging the community during the development process. Explain why this strategy is likely to be successful, and in particular, why it is likely to be successful for gaining community acceptance of the proposed program, massing, and unit count.
- h. *Site Plan and Massing Concept:*
1. Narrative: Provide a narrative of no more than three (3) pages describing the conceptual Site Plan, building massing, and form, as shown in the drawings described below. The narrative should explain the Applicant team's primary goals and strategies for site planning; how the proposal fits into the surrounding neighborhood; reasoning for the proposed density, unit count, building height and building typology; and the factors to be considered in formulating the final design proposal for County review which may change the ultimate proposal from the conceptual proposal submitted herein. It should also include green building/sustainability goals and proposed methods of achieving them. Use of either prose or bullet-points for the narrative is acceptable. Up to three (3) additional pages of example images may be attached to aid in communicating these guidelines, but are not required.
  2. Conceptual Site Plan and Massing Drawings Provide pre-schematic level drawings, as follows. Any printed pages larger than standard letter size must be folded to fit within the 8.5 x 11-inch submittal format.
  3. Site Plan: Indicate the locations and footprints of buildings, open space, streets, walkways, parking, and other major physical features and amenities. Indicate building heights and unit counts or ranges, as well as locations of any community-serving use(s).
  4. Building Massing and Form: Provide one to two aerial, axonometric, or elevation views illustrating building massing and form.
  5. Floor Plans: Provide a rough ground and typical floor plan. More floor plans may be provided if it assists the Applicant's ability to demonstrate its design concept.

NOTE: The intent of the drawings is not to develop schematic-level design for the project, but to illustrate the development team's intentions for a mix of uses; communicate proposed building typology and layouts, parking, circulation, and open space; indicate expected unit mix, count and locations; and illustrate the massing implications of the proposed development program according to the criteria for drawings listed above. Drawings may be illustrative hand sketches or digitally-produced.

No other drawings, renderings, or models of any kind are required, nor will such materials be accepted as part of an Application. Furthermore, unless otherwise requested by the County, Applicants are prohibited from presenting any additional drawings, renderings, elevations or models in excess of the accepted submission at Applicant interviews or any other County presentations.

## 5. Developer Experience & Capacity

### a. *Developer's Experience in Comparable Projects:*

#### i. Project Details:

Complete Attachment #3, the Comparable Projects Experience Form.

Developers should use this form to convey their experience in up to a maximum of three (3) projects completed within the past ten (10) years by the Developer(s) that are comparable to the proposed project. At least one of these projects must be located within the nine-county Bay Area. For purposes of this RFP, a comparable project would be new construction mixed-use affordable rental housing project containing at least fifty (50) affordable housing units with a significant supportive housing component. Using the form provided, please limit your response to no more than three (3) pages per project, including the narrative section. Up to three pages of project photos may be included, but are not required, and are not counted toward the length of the response.

#### ii. Community Outreach Narrative:

Provide a narrative of no more than three (3) pages describing how the Developer successfully conducted community outreach for the projects listed on Attachment #3 (Comparable Projects Experience Form).

#### iii. Summary Statement of Experience and Strategy for Comparable Projects:

Provide a narrative statement of no more than three (3) pages describing the Developer's overall experience in developing and managing comparable projects, including the amount of experience of each member of the Developer team. Include a summary of challenges faced in these types of projects and the strategies used for addressing such challenges.

### b. *Developer's Experience in Other Projects in the Nine-County Bay Area:*

Complete Attachment #4, the Bay Area Projects Experience Form to describe up to three (3) additional projects, as needed, so that the sum of the comparable projects described under IV (E) (1) (a) (Comparable Project Experience, above) plus the projects described in this section equals no more than four (4) projects.

For example, an Applicant that describes two comparable projects may describe up to two additional projects in this section, and so forth. Developers should use this section to convey their experience developing new construction affordable



housing projects completed within the past ten (10) years and located within the nine-county Bay Area. These additional projects may, but are not required to be, comparable to the proposed project, but should represent projects that have relevant qualities to the proposed project. Using the form provided, please limit your response to no more than two (2) pages per project, including the narrative section. Photos of projects may be included, but are not required, and are not counted toward the length of the response.

*c. Developer's Overall Experience:*

Provide a brief narrative, up to one (1) page in length, describing the Developer's overall development experience and portfolio. If a Developer already has a short handout describing its development experience, that document may be submitted in lieu of this narrative, if desired.

*d. Developer's Workload Capacity:*

Complete Attachment #5, the Developer Staffing Workload Form. All "Key Personnel" of the Developer who will be working on this Project must be included in this form.

**6. Property Management Experience**

*a. Property Management Approach Narrative:*

Provide a written narrative of no more than two (2) pages describing the Property Manager's philosophy for managing affordable and, specifically, supportive housing projects and any challenges posed by the listed projects that the Property Manager successfully addressed, and which the Applicant would like to share.

*b. Complete Attachment #6, the Property Management Experience Form.*

**7. Supportive Services Provider Experience**

*a. Supportive Services Approach Narrative:*

Provide a written narrative of no more than three (3) pages describing the Supportive Services Provider's approach to providing high-quality supportive services to formerly homeless residents including those who may have moved directly from unhoused situations to housing.

*b. Complete Attachment #7, the Supportive Services Provider Experience Form.*

**8. Resident Services Provider Experience**

*a. Resident Services Approach Narrative:*

Provide a written narrative of no more than three (3) pages describing the Resident Services Provider's approach to providing general services to residents of the affordable housing. Applicant may use this opportunity to describe how Resident Services coordination with any Supportive Housing service providers would be carried out.

*b. Complete Attachment #8, the Resident Services Provider Experience Form.*

**9. Modular Housing Construction Experience**

*a. Modular Construction Narrative*

Provide a written narrative of no more than (3) pages describing the experience of development team or individual members of the development team in

successfully designing and/or constructing residential buildings using modular construction methods or other innovative construction methodologies. Descriptions should include role of team member in the development process (developer, consultant, etc.) as well as a summary of key project components such as program, location, scale, etc. Describe both successes of each modular construction project listed, as well as any challenges confronted in implementing modular construction and a description of techniques and strategies used to overcome those challenges.

## 10. Other Required Information

### a. *Disclosure Questions*

Applicant (including each Developer Entity if more than one, as defined in Section (A) of Attachment #2 (Applicant & Team Description Form) shall complete and submit Attachment #9, Disclosure Questions. These questions are designed to identify any potential conflicts of interest, problems with previous projects, and/or liability issues. **\*Failure to include a complete, signed certification will disqualify the submittal.**

### b. *Statement of Compliance with County Policies*

The Developer must agree, should they be selected, to comply with all of the County's policies, including but not limited to, non-discrimination, insurance, and jury duty policies (see standard County Agreement, attached for reference as Exhibit L) and shall execute a statement of compliance certifying the same, included as Attachment #10, the Statement of Compliance & Certification Form. **\*Failure to include a complete, signed certification will disqualify the submission.**

### c. *Organizational Documents:*

Submit a current copy of the following documents. NOTE: If Applicant is a joint venture or partnership of multiple Developer entities, EACH Developer entity must submit the following:

- i. Certification Applicant is a viable entity (including formation documents, such as, if applicable, articles of incorporation, bylaws and/or partnership agreements, etc.).
- ii. Certification of 501(c)(3) status from the Internal Revenue Service (if applicable, for any nonprofit corporations).
- iii. Certification of 501(c)(3) status from the California Franchise Tax Board (if applicable, for any nonprofit corporations).
- iv. The latest two (2) years of either: Signed federal income tax returns (including schedules or attachments, if any); or audited financial statements (with management letters, if any).

ALL INFORMATION REQUESTED IN SECTION IV MUST BE SUBMITTED IN ORDER FOR A SUBMITTAL TO BE DEEMED COMPLETE. ALL ATTACHMENTS MAY BE DOWNLOADED FROM [WWW.PUBLICPURCHASE.COM](http://WWW.PUBLICPURCHASE.COM) AND FILLED OUT ELECTRONICALLY (BUT MUST BE SUBMITTED AS A PDF OR EXCEL DOCUMENT, ALONG WITH ALL OTHER PROPOSAL MATERIALS AS DESCRIBED ABOVE THROUGH [WWW.PUBLICPURCHASE.COM](http://WWW.PUBLICPURCHASE.COM).)

## **SECTION V: SELECTION PROCESS AND CRITERIA**

### **A. Selection Process**

1. *Qualifying Threshold Requirements*

San Mateo County DOH staff will review all submittals for completeness, response to questions concerning potentially disqualifying issues, and satisfaction of minimum experience requirements. Applicants will be notified whether their submittal satisfied these qualifying threshold requirements. In cases where the submittal meets the minimum requirements but is defective because of typographical or minor calculation errors, the County may, in its sole discretion, allow a short grace period for the Applicant to correct such issues upon notification from the County, but serious deficiencies in submission completeness or accuracy may result in disqualification of the submittal.

2. *DOH Staff Will Contact References*

Applicants should ensure that all contact information provided in Response is current.

3. *Selection Panel*

A selection panel appointed by the Director of DOH will review all submittals satisfying the qualifying threshold requirements. This screening will identify Proposals which, at the panel's sole discretion, best match the selection criteria and meet the development objectives program goals described herein. The County reserves the right to reject any or all submittals, to change or add to the selection criteria at any time during the screening process, and to change the preliminary schedule if appropriate.

4. *Scoring*

After a review of all submittals satisfying the qualifying threshold requirements, Proposals will be ranked and assigned a numerical value based on how closely the submittal meets development objectives and program goals. The highest ranked Applicants will be invited for an interview, at which time the Applicant will be asked to present and explain their qualifications and the major characteristics of their proposal, particularly as these relate to the selection criteria, and respond to questions from the selection panel.

5. *Interviews*

Interviews are tentatively scheduled to be held on the date(s) shown in Section III (Important Dates). These dates are subject to change. All Applicants selected for an interview should advise County staff of availability on these days. Interviews will be held via Microsoft Teams or Zoom.

6. *Further information*

Further information or written material regarding qualifications or submittals may be requested prior to or following interviews.

7. *Selection Panel Recommendations*

After completion of Applicant interviews, the selection panel will determine the final ranking of all qualifying Applicants, and present this ranking list and recommended finalist(s) to the Director of DOH. The recommendations of the panel will be based on evaluation of the Applicant submittals, interviews, and reference checks.

8. *Time Period for Acceptance of Offer*

The selected Applicant will have one (1) week to submit a written letter accepting the offer to enter into an ENA.

9. *Directors Recommendation to the Board of Supervisors*

Upon receipt of the letter of acceptance, the Director of DOH will begin preparations to present his recommendation to the Board of Supervisors.

10. *Draft Exclusive Negotiations Agreement*

It is the County's intent to have a complete ENA draft acceptable to both the County and the selected Developer to present to the Board of Supervisors along with the recommendation to sign the ENA and begin negotiating a DDA.

11. *Board of Supervisors Approval and Execution of Exclusive Negotiations Agreement*

Upon Board approval, the ENA will be executed, and the County and the selected Developer will begin work on successfully completing the ENA milestones, leading to preparation and execution of a DDA and option to ground lease, and start of construction.

**B. Evaluation Criteria**

The selection panel will evaluate qualifying responses to the RFP based on each respondent’s relevant experience, qualifications, detailed concept proposal, financing assumptions, and overall contributions to meeting the goals for the Project. The evaluation process will consider the Applicant’s written submittal, submittal presentation to the selection panel, references, and ability to comply with County policies and requirements.

The selection panel’s ranking of each qualified proposal will be final. No appeals of the rankings or recommendations made by the selection panel or the DOH Director will be accepted.

With the Executive Director’s approval, the recommended Developer Team will be offered the opportunity to enter into an Exclusive Negotiation Agreement (“ENA”) with the County, with the intention of subsequently executing a Development, Disposition Agreement (“DDA”) and long-term ground lease for the Development Site.

The table below is a summary of the factors that will be evaluated and scored in this RFP.

<b>EVALUATION FACTORS</b>		<b>POSSIBLE POINTS</b>
<b>Proposed Development Concept</b>		<b>65</b>
	Degree to which proposed development concept furthers the stated Project goals and objectives.	15
	Financial Feasibility & Innovation, including Leverage of public, private, and philanthropic funds.	15
	Thoughtful strategies and plan for community outreach.	10
	Overall quality and effort reflected in the proposed development concept.	10
	Proposed Supportive and Resident Services Plan and budget.	15
<b>Developer Team Experience and Capacity</b>		<b>35</b>
	Developer experience in successfully developing and owning high-quality affordable residential supportive housing projects <b>comparable</b> to the development proposed in this RFP.	5
	Developer experience with government assisted affordable housing programs and ability to secure a variety of public, private, and philanthropic financing sources.	5
	Developer workload and capacity to adequately staff the project.	5
	Applicant team’s experience using modular construction methods or other innovative construction typologies	5
	Property Manager experience and approach.	5
	Supportive Service Provider experience and approach.	5
	Resident Service Provider experience and approach.	5
<b>TOTAL POINTS</b>		<b>100</b>

## SECTION VI: GENERAL TERMS AND CONDITIONS

*A. Read All Instructions*

Please read the entire RFP and all enclosures before preparing your proposal.

*B. Proposal Includes the RFP*

This RFP constitutes part of each proposal and includes the explanation of the County/DOH's needs, which must be met.

*C. Proposal Costs*

Costs for developing proposals are entirely the responsibility of the Applicant and shall not be charged to the County or DOH or otherwise reimbursed.

*D. Proposal Becomes County Property*

The RFP and all materials submitted in response to this RFP will become the property of the County.

*E. Alteration of Terms and Clarifications*

No alteration or variation of the terms of this RFP is valid unless made or confirmed in writing by County/DOH. Likewise, oral understandings or agreements not incorporated into the final contract are not binding on the County or DOH.

If an Applicant discovers any ambiguity, conflict, discrepancy, omission, or other error in the RFP, the Applicant must immediately notify DOH of such error in writing and request modification or clarification of the document. If an Applicant fails to notify DOH of an error in the RFP prior to the date fixed for submission, the Applicant shall submit a response at his/her own risk, and if the Applicant enters into a contract, the Applicant 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 [www.publicpurchase.com](http://www.publicpurchase.com), without divulging the source of the request for same. No party that fails to receive notice has any basis for protest given that all clarifications will be available online. It is the obligation of all proposing parties to check [www.publicpurchase.com](http://www.publicpurchase.com) for updates regarding the RFP if they wish to be kept advised of clarifications prior to submitting a proposal.

*F. Withdrawal of Proposal*

Applicants may withdraw their proposals before or after the RFP submittal deadline by submitting a written request to the County.

*G. Questions Directed Only to the County*

Prospective Applicants shall refrain from contacting or directing any inquiries or requests for information or clarification regarding this RFP to anyone other than the County.

*H. Contact with the County, DOH or County Employees*

As of the issuance date of this RFP and continuing until the final date for submission of responses, all prospective Applicants are specifically directed not to hold meetings, conferences, or technical discussions with any County employee for purposes of responding to this RFP except as otherwise permitted by this RFP. Any prospective



Applicant 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.

Prospective Applicants should submit questions or concerns about the process as outlined above. The prospective Applicant should not otherwise ask any County employee questions about the RFP or related issues, either orally or by written communication, unless invited to do so.

*I. Public Inspection of Documents*

General Provisions Regarding Public Nature of Submissions

Government Code Section 6250 et. seq., the California Public Records Act (the "PRA"), defines a public record as any writing containing information relating to the conduct of the public's business prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics. The PRA provides that public records shall be disclosed upon 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 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 the County if requested under the PRA without further notice to you and (2) you agree to indemnify and hold harmless the County for release of such information.

Applicant's Rights regarding Confidentiality of Submissions

The County cannot represent or guarantee that any information submitted in response to the RFP will be confidential. If the County receives a request for any document submitted in response to this RFP, it will not assert any privileges that may exist on behalf of the person or business submitting the proposal. If an Applicant believes that a portion of its proposal is confidential and notifies the County of such in writing, the County may, as a courtesy, attempt to notify the Applicant of any request for the proposal. However, it would be the sole responsibility of that Applicant to assert any applicable privileges or reasons why the document should not be produced, and to obtain a court order prohibiting disclosure. The Applicant understands that the County is not responsible under any circumstances for any harm caused by production of a confidential submission, and by its submission expressly waives any such claim against the County.

The County's Rights Regarding Confidentiality of Submissions

To the extent consistent with applicable provisions of the PRA and applicable case law interpreting those provisions, the County and/or its officers, agents and employees retain the discretion to release or to withhold disclosure of any information submitted in response to this RFP.

*J. Post Award Conditions*

An Applicant selected through this RFP process will receive a letter notifying the Applicant of such selection, and the Applicant shall confirm its interest in proceeding into the Exclusive Negotiations Agreement stage. After such confirmation, the County reserves the right to make a general announcement to the public and to the County and

County of San Mateo (“County”) boards, commissions and agencies regarding the results of the RFP selection process.

The winning Applicant will be expected to comply with the County’s and the County’s policies and procedures concerning Equal Benefits, Jury Duty, Insurance, and Indemnification upon entering into any future contract with the County. Please see Exhibit I, the standard County contract template, for reference purposes.

*K. Selection of Applicant*

The selection of an Applicant will be memorialized in the form of a “County Agreement with Independent Contractor” (see sample template attached as Exhibit C), authorized by a resolution of the County Board of Supervisors, and signed by both parties.

The County/DOH reserves the right to reject any or all proposals without penalty. Waiver by the County or DOH of an immaterial deviation in the proposal shall in no way modify the RFP documents or excuse the Applicant from full compliance with the specifications if the Applicant enters into a contract.

Once an Applicant is selected, the Agreement with that Applicant must still be negotiated and submitted to the San Mateo County Board of Supervisors for approval, and there is no contractual agreement between the selected Applicant unless and until the Board of Supervisors approves and County signs the Agreement. Selection of a proposal for negotiation of contract terms and eventual submission to County leadership by way of an Agreement does not constitute an offer, and Applicants acknowledge by submission of a proposal that no agreement is final unless and until approved by the Board of Supervisors.

*L. Equal Benefits*

With respect to the provision on employee benefits, Applicants must comply with the County Ordinance prohibiting discrimination in the provision of employee benefits between a full-time employee with a registered domestic partner and one with a spouse.

*M. Jury Duty*

The Applicant must comply with the County Ordinance requiring that the contractor 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 contractor or that the contractor deducts from the employee’s regular pay the fees received for jury service. If the Applicant has no employees that qualify for jury duty in San Mateo County, the Applicant may satisfy this requirement by providing DOH with written confirmation of the fact that (1) it has no such employees and (2) its policy is to comply with the jury duty pay ordinance with respect to any future qualifying employees.

*N. Insurance*

The County/DOH has certain insurance requirements that must be met. Depending on the nature of the work being performed some of these requirements may not be applicable, or alternatively, additional requirements may need to be met. In most situations those requirements include the following: the contractor must carry \$1,000,000 or more in comprehensive general liability insurance; the contractor 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 contractor has two or more employees, the contractor must carry the statutory limit for workers' compensation insurance; if the contractor or its employees maintains a license to perform professional services (e.g., architectural, legal, medical, psychological, etc.), the contractor must carry professional liability insurance; and generally the contractor must name the County and DOH, and their officers, agents, employees, and servants as additional insured on any such policies (except workers compensation).

*O. Incomplete Proposals May be Rejected.*

If an Applicant fails to satisfy any of the requirements identified in this RFP, the Applicant may be considered, in the sole discretion of County, non-responsive and the proposal may be rejected.

*P. Reservation of Rights.*

This RFP is not a commitment or contract of any kind. The County/DOH reserves the right to pursue any and/or all ideas generated by this RFP. The County/DOH reserves the right to reject any and all proposals and/or terminate the RFP process if deemed in the best interests of the County/DOH. Further, while every effort has been made to ensure the information presented in this RFP is accurate and thorough, the County/DOH assume no liability for any unintentional errors or omissions in this document.

The County/DOH reserves the right to waive or modify any requirements of this RFP when it determines that doing so is in the best interests of the County/DOH.

**THIS IS THE END OF THIS DOCUMENT**