



REQUEST FOR QUALIFICATIONS (RFQ)

For an Affordable Housing Owner/Developer to Assist in the Acquisition and Conversion of One or More Motel(s) to Permanent Supportive Housing, with a Focus on Housing Project Roomkey Clients

DATE ISSUED: June 18, 2020

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800 South Victoria Avenue, L#1940

Ventura, CA 93009

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I. Introduction/Purpose of RFQ

The Community Development Department of the County of Ventura Executive Office is soliciting qualifications from experienced and qualified developer/owner(s) of permanent supportive housing (PSH) and affordable housing (hereinafter referred to as “Responder”) for the purpose of assisting the County with the acquisition/conversion and ultimate ownership and management of one or more motels to provide permanent housing for homeless persons, with an emphasis on those currently residing in Project Roomkey (hereinafter referred to as “Project”).

The State of California’s budget, passed on June 15, 2020, included \$550 million for the purpose of rapidly expanding the inventory of housing available to homeless persons currently served by Project Roomkey.

In response to state funding becoming available and in the interest of being prepared to take advantage of this funding opportunity, the County of Ventura, in consultation with potential host cities, has issued this Request for Qualifications (RFQ) to identify one or more qualified partners to undertake, in collaboration with the County, the following scope of work:

- Identify one or more motel sites for acquisition;
- Determine the financial feasibility of the motel conversion project(s), including developmental and operational viability;
- Negotiate with property owner(s) and effectuate the purchase of the selected motel(s);
- Assist the county in obtaining state funding made available for the purpose of acquiring motels and apply for all other necessary project financing;
- Prepare and carry out a scope of renovation work necessary to convert motel(s) to affordable housing and create safe and habitable living spaces; and
- Own, manage and operate the motel(s) as affordable/permanent supportive housing.

The scope of work outlined in this RFQ may not be comprehensive and the County reserves the right to make adjustments based upon new information.

In addition to assisting the selected Responder to access the funding made available by the State, the County will commit its Year 1 Permanent Local Housing Allocation (PLHA) funding for Capital Development - Affordable Rental Housing to this project pending approval by the Board of Supervisors. Year 1 funding for this purpose, in the amount of \$751,263, may be used for acquisition (e.g. gap funding between the funds that may become available from the state and the cost of motel acquisition), capital costs (e.g. renovations and associated soft costs), or to capitalize an operating subsidy reserve for permanent supportive housing. Additional funds, as described in Section VI below, may also be available for conversion of motel(s) under this RFQ.

II. County of Ventura

The mission of the County of Ventura is to provide superior public service and support so that all residents have the opportunity to improve their quality of life while enjoying the benefits of a safe, healthy, and vibrant community.

The County's Community Development Department is dedicated to serving the diverse needs of Ventura County residents, primarily those with lower incomes, with affordable and supportive housing, community development programs, social service programs, and economic development opportunities.

III. Background of Project Roomkey and Target Population

In response to the spread of COVID 19 in the State of California, Governor Newsom secured FEMA approval for "Project Roomkey", a state-wide initiative with the intention of securing thousands of motel rooms to provide non-congregate shelter for extremely vulnerable individuals experiencing homelessness to help keep susceptible, homeless persons safe, flatten the curve, and preserve hospital capacity. Locally, four motels have been leased for Project Roomkey and more than 400 vulnerable persons have been provided shelter during the pandemic. While the duration of Project Roomkey remains unknown, current funding is set to expire on June 30, 2020.

Project Roomkey provides shelter for homeless individuals who are age 65 and older and/or have diagnosed health conditions that put them at high-risk for COVID-19. Some of the health conditions include: chronic pulmonary and heart disease, immune-compromised conditions including diabetes, organ transplant/failure, renal disease, HIV/AIDS, cancer treatment and pregnant women.

Locally, Project Roomkey has provided shelter to more than 400 persons who are homeless and high-risk of COVID-19. The project currently has 320 persons remaining sheltered with approximately: 45% of residents over the age of 62; 36% of residents have a reported mental health disability; 18% have a reported substance use disorder; 54% have a reported chronic health condition; and 57% have a reported physical health disability.

Residents of Project Roomkey have a range of self-reported monthly incomes, with 30% reporting zero income; 23% with income ranging between \$1 and 1,000; 21% between \$1,000 and \$2,000 and 16% over \$2,000. Fifty percent (50%) of Project Roomkey residents meet the HUD definition of chronically homeless.

Residents of Project Roomkey are currently connected to County services including those provided by the Ventura County Behavioral Health Department, Human Services Agency and Whole Person Care. The County is committed to supporting clients as they transition into Permanent Supportive Housing.

IV. Overview of the Property(ies) to be Acquired

The County of Ventura is currently leasing four motel properties for use as non-congregate shelter under Project Roomkey. While the motel(s) purchased and converted for this purpose could include one or more of the motels currently under lease, the County is also open to exploring other properties in collaboration with Cities and the selected Responder.

Strategies to be explored with the selected Responder(s) may include pursuit of one property or two smaller properties in different parts of the county. It is anticipated that the final decision on which property(ies) to pursue will be subject to a number of factors, including but not limited to: city input; the requirements of the state funding for motel conversions; Responder capacity; ability to negotiate terms and acquire property(ies) within the timeframe required by the State of California; and availability of other necessary financing sources for project viability.

Depending on the size of the final identified motel property(ies) and other factors, including but not limited to the eligibility of Project Roomkey clients and financial viability of the project, mixed-income projects with a permanent supportive housing component to serve Project Roomkey clients may be considered in the final project plan.

Should the state release more information on the requirements of their funding before a Responder is selected, the County may amend this RFQ. Additionally, due to the short timeframe between the release of this RFQ and the proposed deadline to expend state funds for motel acquisition, the County may continue to research and analyze sites prior to selection of a Responder; however final site selection decisions will be made in collaboration between the County, applicable City and the selected Responder.

V. Scope of Work

The County is requesting qualifications of Responders to complete the following scope of work in collaboration with the County and local City(ies) where motel(s) are located:

- Identify one or more motel sites for acquisition.
 - Given the timing of the funding anticipated to be made available from the State of California for the purpose of purchasing and converting motels, the County may continue to identify and research motel sites before a Responder is selected. Final selection of the motel(s) will be made in collaboration between the County, City(ies) and Responder.
- Determine the financial feasibility of the project(s), including developmental and operational viability.
- Negotiate with property owner(s) and effectuate the purchase of the selected motel(s) within the timeframe required by the State of California.
- Assist the County in obtaining state funding made available for the purpose of acquiring motels.
- Apply for all other necessary project financing.

- Prepare and carry out a scope work necessary to convert motels to affordable housing and create safe and habitable living spaces.
 - Scope of work shall be based upon a Physical/Capital Needs Assessment commissioned by the Responder as part of the development budget and shall include all work necessary to create safe and habitable living spaces.
 - Scope of work shall include installation of kitchen/kitchenettes in each housing unit.
 - Given the limited sheltering resources in our community, renovation of rooms/units shall be phased to the extent possible to ensure minimal displacement of Project Roomkey clients.
- Own, manage and operate the motel(s) as affordable/permanent supportive housing.
 - The County will require the ownership/management team to incorporate the principals of Housing First.
 - Units reserved for persons experiencing homelessness will be prioritized for clients exiting Project Roomkey during the public health crisis. Subsequently, units shall be filled through the Ventura County Continuum of Care's Coordinated Entry System, Pathways to Home.

The selected Responder will assume responsibility for all aspects of the development, including construction work to renovate units, property operations and maintenance in accordance with all applicable local, state and federal laws and all applicable financing regulations.

The scope of work outlined above is not comprehensive and the County reserves the right to make adjustments based upon new information.

VI. Potential Funding Sources

In addition to assisting the selected Responder to access funding provided by the State for motel conversions, the County will recommend to the Board of Supervisors that its Year 1 Permanent Local Housing Allocation (PLHA) funding for Capital Development for Affordable Rental Housing be committed to this project. Year 1 funding, in the amount of \$751,263, may be used for acquisition (e.g. gap funding between the funds that may become available from the state and the cost of motel acquisition), capital costs (e.g. renovations and associated soft costs), or to capitalize an operating subsidy reserve for permanent supportive housing. This funding will require a preference for 5 units to serve households who are homeless in the PLHA Service Area, which includes the unincorporated areas of Ventura County and the cities of Fillmore, Moorpark, Ojai, Port Hueneme, Santa Paula and Thousand Oaks.

Additional funding from the County may be available on a competitive basis for this effort and includes:

- Permanent Local Housing Allocation (PLHA) Year 2 Funding (approximately \$750,000)
- HOME Investment Partnerships Program (HOME) (anticipated 2021-22 allocation in the amount of \$1,280,000)

- Community Development Block Grant (CDBG) (anticipated non-public service CDBG in the amount of \$1,350,000 for acquisition costs and related infrastructure only)
- Community Development Block Grant – Disaster Recovery (CDBG-DR) (allocation in the amount of \$2,756,047).

Should the Responder consider federal funds to finance this project, the Responder will need to carefully consider how to acquire site control of motel(s) to avoid taking a Choice Limiting Action in compliance with the National Environmental Policy Act (NEPA).

The County is exploring the use CARES Act Community Development Block Grant to help cover the costs of motel leases during the period of time that any motel is operated as non-congregate shelter until the motel is purchased.

VII. Project Timeline

The timeline proposed below is subject to change.

Task	Anticipated Task Completion	Comments
State of California Approved Budget	June 15, 2020	\$550 million set-aside for the purpose of purchasing motels to quickly create housing for occupants of Project Roomkey
State of California announces process for allocating motel acquisition funding	June/July	
Funding Expiration for Project Roomkey	June 30, 2020	The County will pursue an extension of FEMA funding and will continue to identify alternate sources of funding to extend leases on one or more motels until acquisition occurs.
Site Selection and Property Negotiations	July 31, 2020	
State of California Funds expended	September 1, 2020	The proposed trailer bill for the motel purchase funds currently indicates an expenditure deadline of September 1, 2020. It is unclear what the definition of expended means (e.g. must the sale have occurred or can funding be placed into escrow for purchase of a property).
Interim operations	September 1, 2020 – Construction Loan Closing	Length of interim operations determined by period of time necessary to acquire other financing. It is anticipated that the property will continue to provide temporary non-congregate shelter for clients during this time under the management of the County, 3 rd party

		and/or Responder. As long as funding is available, the property will continue operation as non-congregate shelter. Upon expiration of available funding for this purpose, the property may convert to housing under the management of the Responder and appropriate rents (no more than 30% of a household's income) may be charged.
Renovation	~ September 1, 2021 – April 1, 2022	
Conversion to Permanent Housing	April 2022	

VIII. Terms and Conditions

Terms and Conditions

All activities proposed under this RFQ, including application to the State of California for motel conversion funding and commitment of Year 1 Permanent Local Housing Allocation (PLHA) funds is subject to approval by the Board of Supervisors.

Prior to acquisition of the motel site(s), should this proposed Project not proceed for any reason, including but not limited to, funding from the State of California is not be made available for this purpose or is not awarded to our Project, or the project is determined to not be viable, County and/or the Responder may elect to terminate participation.

All responses to this RFQ will become the exclusive property of the County. Furthermore, this RFQ does not commit the County to move forward with the conversion of one or motel(s) or pay any costs incurred in the preparation of proposals. The County reserves the right to modify, suspend, or terminate at its sole discretion any and all aspects of the RFQ process, to obtain additional information from any and all potential Responders and to waive any defects as to form or content of the RFQ or any response.

The County reserves the sole right to evaluate each response and to accept or reject any and all proposals received as a result of this RFP process.

California Public Records Act – All proposals accepted by the County shall become a matter of public record and shall be regarded as public, except for those elements of each proposal which are defined by the Responder as business or trade secrets and are plainly marked as “Confidential” or “proprietary.” Each element of a proposal that a Responder desires not to be considered a public record must be clearly marked as set forth above, and any blanket statements (i.e. regarding entire pages, documents or other non-specific designations) shall not be sufficient and shall not bind the County in any way whatsoever. If disclosure is required or permitted under the California Public Records Act or otherwise by law, the County of Ventura shall not in any way be liable or responsible for the disclosure of any such records or part thereof.

IX. RFQ Timeline

The RFQ schedule is provided below (this schedule is subject to change and is expedited due to the anticipated short timeframe for the state funds for motel conversion to be expended):

Task	Deadline
County Issues RFQ	June 18, 2020
Responder Questions Due to County	June 25, 2020
Question Responses Posted/Distributed	June 30, 2020
Responses to RFQ Due by 4:00 p.m.	July 3, 2020
Proposal Review Period and Responder Selection	July 18, 2020

X. Questions about the RFQ

All questions related to this RFQ must be directed in writing via e-mail to Tracy McAulay, Management Analyst, at tracy.mcaulay@ventura.org with a subject line of “RFQ Question” no later than the deadline specified in Section IX. No additional questions will be accepted after this deadline. Questions directed to other parties will not be considered official responses and may not be relied upon as accurate. All questions and answers will be posted on the County of Ventura’s Community Development website located at: <https://www.ventura.org/county-executive-office/community-development/>

XI. Instructions for Responders

A. Submittal Deadline

Responses to this RFQ should be submitted via email to Tracy McAulay, Management Analyst, at tracy.mcaulay@ventura.org no later than **4:00 p.m. on July 3, 2020.**

Bidders are responsible for making certain their proposals are received on or before the proposal submittal deadline. No late submittals will be allowed.

B. Response Format and Content

To be considered responsive, responses should address all items identified in this RFQ. Responses should be as straightforward and concise as possible while providing sufficient detail to demonstrate the bidder’s qualifications and ability to undertake the scope of work described in this RFQ.

Failure to provide a complete response may be grounds for the rejection of a response. Emphasis should be concentrated on conformance to the RFQ instructions, responsiveness to the RFQ requirements, and on completeness/clarity of content.

In order to facilitate the evaluation and comparison of all submitted responses, Responder

proposals should be submitted in the format described in this RFQ. Specifically:

- Responders should present their proposals in the order described below, with each section clearly labeled, as a single PDF attachment to your e-mail, with the exception of responses to questions specified in Section XI(C)(3) of this RFQ which is to be provided in the prescribed Excel format, which can be accessed on the County of Ventura's Community Development website: <https://www.ventura.org/county-executive-office/community-development/>.
- Responses to this RFQ solicitation must use either Times New Roman or Arial font no smaller than 12-point font size.
- Margins should be one inch all around.
- All sections shall be clearly identified, and pages must be numbered.
- Single or double spacing is acceptable.

C. Required Information

Please ensure that your response has the following information and structure:

1. Cover Letter/Signature on Response (Limited to 1 page)

Responders must provide a cover letter on company letterhead that is signed by the individual(s) who is/are authorized to bind the Responder contractually. The signature(s) must indicate the classification or position that the individual(s) hold in the Responder's organization.

The cover letter shall designate a person or persons who may be contacted during the period of evaluation with program/fiscal/contract questions or issues. Include the contact name(s), type of questions/issues they can respond to, title, address, telephone number, fax number, and email address.

2. Company Profile/Experience

Provide a company profile. The profile must include the following information:

- Company name, address, and telephone number. Please ensure that you provide your company's legal entity name.
- Company ownership and legal status. If incorporated, the state in which the company is incorporated and date of incorporation.
- Mission Statement.
- Governing Body. Please provide a listing of your board members.
- Number of company employees both locally and nationally.
- Overview of the Project Team, including a Project Point of Contact.
- Names, titles and resumes of specific staff members who is proposed to be involved in this project. At a minimum, include the Executive Director, Chief Financial Officer, Director of Housing Development, Director of Property Management, Director of Services and Development Project Managers.
- Location(s) from which employees will be assigned to the Project.

- The Responder must include a complete disclosure of any alleged significant prior or ongoing contract failures. Disclosure of any alleged significant prior or ongoing plan of correction and contract failures, any past or pending civil or criminal litigation or investigations which involve the Responder or which the Responder has been found guilty or liable. The County also requires that all potential contract entities self-disclose any pending investigations, charges or convictions against them or any individual with their organization for violations of criminal law, any sanctions, and any disciplinary actions by any federal or state law enforcement agency, regulatory agency, or licensing agency. Failure to fully comply with this provision may disqualify a Responder.
- California Secretary of State Business Search. Business entities registered with the California Secretary of State as a corporation, limited liability company, or limited partnership must have an active status designation on the California Secretary of State Business Entities Search website. The County will not review a proposal submitted from an entity that has any other status designation. The County plans to use the following link to verify a business entity's status: <https://businesssearch.sos.ca.gov/>. Each Responder should verify their status designation prior to submitting a proposal of their qualifications. If a Responder's status requires correction, this correction must be made prior to the submittal of their proposal of qualifications.
- Experience with Housing First and use of the Coordinated Entry System. Provide a detailed description of your understanding and experience with Housing First and participation in the County's Coordinated Entry System.

3. Experience with Motel Conversions and Development and Management of Permanent Supportive Housing

Responses to the following must be provided in the prescribed Excel format, which can be accessed on the County of Ventura's Community Development website: <https://www.ventura.org/county-executive-office/community-development/> .

A. Experience with Motel Conversion and/or other Adaptive Re-Use projects. At a minimum, please include the following information in your response:

- Number of projects completed over the last ten (10) years.
- Name and location of each project.
- Number and Type of Units (e.g. Permanent Supportive Housing or Affordable Housing) created at each project.
- Financing Sources used at each project.

B. Experience developing Permanent Supportive Housing. At a minimum, please include the following information in your response:

- Number of projects completed over the last ten (10) years.
- Name and location of each project.
- Number and Type of Units (e.g. Permanent Supportive Housing or Affordable Housing) created at each project.
- Financing Sources used at each project.

C. Experience owning and/or operating Permanent Supportive Housing (PSH). At a minimum, please include the following information in your response:

- Number of PSH projects owned and/or managed over the last ten (10) years.
- Name and location of each site.
- Number of PSH units at each site.
- Staffing levels expressed as Full Time Equivalent (FTE) provided at each PSH site (including property management, maintenance, services and any other staff specifically assigned to each site).

4. Understanding of the Scope of Work and Proposed Strategy

Please provide a description of the Scope of Work for the proposed project, demonstrating your organization's understanding of the scope, including but not limited to:

- A detailed description of your understanding of and willingness to overcome the complexities and significant number of unknowns of this proposal as of the publication of this RFQ.
- Your commitment to this project and how it fits within your organization's mission.
- An overview of how your organization would propose to complete the scope of work (e.g. an analysis of the most pressing questions to be answered and tasks to be undertaken).
- A projected timeline, with milestones similar to the timeline provided in Section VII of this RFQ.
- Your preferred strategy in terms of number, size and general location of motels to be converted.
- A description of any other considerations related to the scope of work not detailed above.

5. References

Responders must provide a minimum of four (4) references from similar projects developed within the last ten years. Information provided shall include the following:

- Organization name
- Project manager/reference contact name and telephone number
- Project description including the role of the reference in the project.
- Project completion date
- Size of project
- Description of target population
- Sources of funding for project

References should be clearly labeled with the type of reference they are providing. No less than two (2) references should speak to the organization's experience and success with motel conversion, adaptive re-use projects or development of Permanent Supportive Housing and no less than two (2) references should speak to the organization's experience and success with the owning, managing or providing services to the target population, and experience with the principles of Housing First. The references may overlap provided the reference has knowledge of the Responder's experience with each activity.

XII. Review and Evaluation

The Evaluation Committee will be the sole judge in selecting the successful Responder. The Evaluation Committee will be comprised of representatives from the County and all cities within the County of Ventura that choose to participate. The Evaluation Committee will be responsible for evaluating all responses to the RFQ received. The Evaluation Committee will also be tasked with working with the selected Responder to identify motel site(s).

The County, in partnership with the Evaluation Committee, reserves the right to establish evaluative weight factors that will be applied to the criteria and will make an award in the best interests of the County.

The County reserves the right to reject any or all responses based upon the Responder's: (1) non-compliance with RFQ requirements, and (2) prior history with the County or with any other party based on their prior unsatisfactory performance, criminal, adversarial or contentious behavior, significant failure(s) to meet contract milestones, or other significant contractual failures.

A. Validation

Responses will be checked for the information required to conform with this RFQ. Absence of required information may be cause for rejection.

B. Evaluation Criteria

Responders will provide the information requested on all elements of the RFQ for a total score of 100. Responses shall be evaluated in accordance with the following criteria:

1. Experience With Motel Conversions and/or Adaptive Re-Use – 15 points

The evaluation will focus on the Responder's record of experience with similar projects (e.g. motel conversions and/or adaptive re-use). References will be contacted and their responses will become a part of the review process.

2. Experience with Development of Permanent Supportive Housing (10 points)

The evaluation will focus on the Responder's record of experience with the development of Permanent Supportive Housing. References will be contacted and their responses will become a part of the review process.

3. Experience Operating Permanent Supportive Housing Projects – 20 points

Proposals will be evaluated based upon the Responder's record of experience in the ownership, operation and management of Permanent Supportive Housing. References will be contacted and their responses will become a part of the review process.

4. Demonstrated Understanding of the Scope of Work and Proposed Strategy to Accomplish the Scope (20 points)

Proposals will be evaluated based upon the Responder's demonstrated understanding of the scope

or work, the complexities of the scope of work, and the Responder's proposed strategy for accomplishing the work.

5. Development Team Qualifications – 15 points

The development team qualifications will be evaluated on their ability to meet provide the best quality development in compliance with program guidelines, local state and federal laws and financing regulations.

6. Housing First and Coordinated Entry System Participation – 20 points

Proposals will be evaluated based upon both the Ventura County Continuum of Care's assessment and the Responder's stated experience and expertise in Housing First and history participating in the Continuum of Care's Coordinated Entry System.

C. Presentations

In the event of a tie or at the discretion of the County, Responders may be invited to make presentations to the Evaluation Committee as part of the selection process.

D. Additional Information

If during the evaluation process, the County is unable to determine a Responder's ability to perform, the County has the option of requesting any additional information that the County deems necessary to determine the Responder's ability. The Responder will be notified and permitted five (5) business days to comply with any such request.

E. Appeal Procedures

For an appeal to be considered, the appeal must be made in writing, signed by the Responder's authorized representative, and delivered to the County Executive Office C/O Tracy McAulay, Management Analyst, at 800 South Victoria Avenue, L#1940, Ventura, CA 93009 or submitted via e-mail to tracy.mcaulay@ventura.org. The County Executive Office reserves the right to refuse to hear appeals that do not follow the required procedures listed below.

The following conditions apply to proposal appeal:

1. Before Submittal Deadline

Appeals of specifications, terms, conditions, or any other aspects of the RFQ solicitation must be received by the County Executive Office before the proposal submittal deadline.

2. After Submittal Deadline

Appeals of award must be received by the County Executive Office, no later than five (5) calendar days after the aggrieved party knows or should have known of the facts giving rise to the protest.

3. Appeal Content

All appeals must include the following information:

- The name, address, and telephone number of the party appealing the decision.
- The signature of the authorized representative of the appealing party.

- The RFQ solicitation or contract number.
- A detailed statement of the legal and/or factual grounds for the protest.
- The form of relief requested.

4. Appeal Process

- 1) If the Management Analyst can resolve the issue, there is no further action required.
- 2) If there is no resolution, the issue will be referred to the County Executive Officer who will make a final determination on the issue and render a determination. This determination will be final.